

# THE EFFECT OF ENTREPRENEURSHIP AND E-COMMERCE ON MARKETING PERFORMANCE WITH AGILITY AS INTERVENING VARIABLE

JAM

20, 1

Received, July '21

Revised, December '21

February '22

Accepted, February '22

Lutfi Nurcholis

Chrisna Suhendi

Luci Delayani Utami

Faculty of Economics Sultan Agung Islamic University Semarang, Indonesia

**Abstract:** This study aims to give the research gap solution by adding agility as the intervening variable on the relationship between entrepreneurship and e-commerce with marketing performance. The population in this study is the owner or manager of Muslim Clothing SMEs in Central Java. The number of samples used by 100 respondents for data collection using a questionnaire. The data analysis used is Partial Least Squares (PLS). The study results reveal that entrepreneurship, e-commerce, and agility have a significant influence on marketing performance. Agility was proven as an intervening variable on the relationship between entrepreneurship and e-commerce with marketing performance. SMEs can improve marketing performance through entrepreneurship and e-commerce and will be more effective if done by SMEs through agility. This paper suggests that the next researcher increase the population and sample of Muslim Fashion SMEs in another area.

**Keywords:** Agility, Entrepreneurship, E-Commerce, Marketing Performance



Journal of Applied Management (JAM)

Volume 20 Number 1, March 2022

Indexed in DOAJ - Directory of Open Access Journals, ACI - ASEAN Citation Index, SINTA - Science and Technology Index, and Google Scholar.

**Cite this article as:** Nurcholis, L., C. Suhendi, and L. D. Utami. 2022. The Effect of Entrepreneurship and E-Commerce on Marketing Performance with Agility as Intervening Variable. *Jurnal Aplikasi Manajemen*, Volume 20, Number 1, Pages 146–160. Malang: Universitas Brawijaya. <http://dx.doi.org/10.21776/ub.jam.2022.020.01.15>.

In the current era of globalization, the development of information technology is developing rapidly in line with the times. Fast economic growth will encourage increased competition, especially for companies engaged in similar fields. These technological developments significantly impact human activities, where electronic media is one of the mainstay media for communication and business.

The growing use of the internet involves all industries in the world. According to a report by Google and Temasek Holding Singapore in 2016, the growth rate for internet users in Southeast Asia is the fastest compared to other regions with 124,000 daily users. By 2020, it is estimated that around 480 million people in Southeast Asia will be connected to the internet (up from 260 million compared to the last year). According to a Google report, Marketplace Online, more than half of Indonesia's first will be filled with e-commerce from Southeast Asia by 2025, with an estimated cost of US \$ 46 billion.

Internet helps people to be able to interact, communicate, and even conduct business transactions with other people from all over the world by provid-

*Corresponding Author:*  
Lutfi Nurcholis, Faculty of Economics Sultan Agung Islamic University Semarang, Indonesia, E-mail: [lutfinurcholis@unissula.ac.id](mailto:lutfinurcholis@unissula.ac.id), DOI: <http://dx.doi.org/10.21776/ub.jam.2022.020.01.15>

ing cheap, fast, and easy costs. In recent years, the development of internet media has caused many companies to start trying to promote various kinds of products they produce. The potential of the internet as a medium for marketing and commerce has been widely discussed lately. These talks have resulted given e-commerce in entrepreneurship, namely, commerce via the internet that has changed the way people conduct transactions.

The advancement of information technology has helped and made human life easier. One product of the very rapid development of information technology is e-commerce. In this modern world, e-commerce has had a major influence on the growth of society's social and economic order. E-commerce has played a role in becoming an essential part of the special business sector (private) and general (public). That is because e-commerce can reduce operational costs to compete due to increased demand which requires fast and accurate marketing services. That is a social symptom of the development of information technology (Sengkey 2017).

Referring to Google-Temasek's research in 2018, the potential for the digital economy in Indonesia in 2025 reaches USD 100 billion. The four highest business fields are e-commerce, ride, hailing, online media, and online travel. The growth and potential of Indonesia's digital economy are among the largest in the ASEAN region. With two thousand more startups in Indonesia in 2019, the highest business sectors are on-demand services, financial technology (fintech), and e-commerce. The e-commerce system deals with digital transactions for various organizations and individuals, which can reach consumers and the wider community so that they have the opportunity to increase the growth of their target markets (Schneider, 2010). This transaction model allows commercial transactions across national and cultural boundaries that are much more convenient and cost-effective than traditional trading frameworks. This technology mechanism can be operated anywhere for all countries globally because it has universal standards. The presence of system e-commerce allows various micro, small, and medium enterprises to enter the global market easily and even in real-time. All business people easily

have a business relationship with another business and a direct relationship with consumers. The e-commerce system as a form of advancement in information technology has brought about several changes. That is lowering the cost of interaction between buyers and sellers, Easier interaction without the time and place restrictions, more alternatives and easier promotion, and opportunities to expand market share without having to have capital and large investments, business transparency and ease of providing services to consumers or customers (Prihadi and Susilawati 2018). The use of e-commerce can expand market share to improve marketing performance.

Marketing performance is a measure of achievement obtained from a company or organization's overall marketing process activities. In addition, marketing performance can also be viewed as a concept used to measure the extent to which a company's product has achieved market performance. Marketing performance is a factor that is often used to measure the impact of the company's strategy. The company's strategy is always to produce good marketing and financial performance. Good marketing performance is expressed in three main values: sales value, sales growth, and market share. Marketing performance can be expressed based on sales volume, sales growth rate, and customer growth rate (Rasyidi and Sudjatno 2016). To improve the marketing performance, the needed agility is. Agility is the company's agility to respond quickly to short-term consumer demand or supply changes. Agility is also a way to respond quickly to short-term supply or demand changes, as measured by developing collaborative relationships with suppliers, reducing delays, and buffering suppliers of low-cost critical components. The systems run by agility include providing data on changes in supply and demand to supply chain partners so that they can respond quickly, build collaborative relationships with suppliers, design production processes to speed up delays, and develop a reliable logistics system (Kosasi 2015). The better the agility in quickly responding to short-term supply or demand changes, the better the marketing performance. Agility has an essential role in entrepreneurial orientation and e-commerce on marketing performance.

This study was conducted because of a research gap in previous studies. Research related to e-commerce does not get access to resources that are not available to business owners. E-commerce has no significant effect on marketing performance (Prihadi and Susilawati 2018). Harini and Handayani (2019) stated that using e-commerce in Marketing performance can help make it easier for SMEs to compete in the era of globalization and show that e-commerce has a significant effect on marketing performance. Arbawa and Wardoyo (2018) stated that entrepreneurship does not affect marketing performance. That is due to the lack of active product innovation. Sales have begun to decline and the lack of courage to be more aggressive in competing indicates that entrepreneurship has no significant effect on marketing performance. In contrast, Manahera et al. (2018) stated that SMEs are quite a large job opportunity, so it is helpful to reduce unemployment. Therefore, they need awareness to develop marketing performance, thus indicating that entrepreneurship has a significant effect on marketing performance.

As in previous studies carried out on fruit chip SMEs in the Greater Malang region, this study tries to compare with different SMEs objects. The object of SMEs in this study is a Muslim fashion shop in Central Java, which produces tunics, shirts, *square hijab*, instant, *pashmina*, *mukena*, and others with different sizes and motifs. Of the several types of products that have been produced, this study is limited to the types of *pashmina* hijab products, considering that the current *pashmina* hijab is a type of hijab that is very popular with the public and has an interesting design. The novelty of this study is adding agility variable as an intervening variable between e-commerce and marketing performance. This study has the benefit of giving a research gap solution in the previous study related to the correlation between e-commerce with marketing performance and can be applied by SMEs to improve their marketing performance. This study aims to solve the research gap by adding agility as the intervening variable on the relationship between entrepreneurship and e-commerce with marketing performance.

## LITERATURE REVIEW

### Marketing Performance

Companies carry out marketing activities through a transaction process. Marketing is also an activity all companies must carry out as business actors to run and maintain their business continuity. There are several definitions of marketing according to several previous studies. According to Herdioko (2017), marketing is a social and managerial process where individuals and groups get their needs and wants by creating, offering, and exchanging something of value with each other. Meanwhile, according to Pamuji (2018), marketing is the company's creation of value for customers and building strong relationships with customers to capture customer value. Another opinion, according to Prihadi and Susilawati (2018), states that marketing is a system of overall business activities that aims to plan, determine prices, promote, and distribute goods and services that can satisfy the needs of existing and potential buyers. Based on the above understanding, it can be concluded that marketing is a process carried out by both companies and individuals to create customer value and build close relationships with consumers through planning, pricing, promoting, and distributing goods and services.

### Entrepreneurship

Entrepreneurship is a creative and innovative capability used as a basis and a resource for finding opportunities for success. Arbawa and Wardoyo (2018) stated that entrepreneurial orientation is considered having the ability to improve a company's performance, which refers to processes, practices, and decision-making that lead to new inputs and has four aspects of entrepreneurship, namely innovation, acting proactively, taking risks, and autonomy. Entrepreneurship is the application of innovation and creativity to solve problems. Entrepreneurship takes advantage of the various opportunities to create something that has value by devoting time and effort and assuming all the financial, psychological, and social risks that accompany it receiving personal rewards, satisfaction, and the resulting independence.

There are three main elements of entrepreneurship. Firstly, an entrepreneur will always be able to see the opportunities that arise from the trends that occur in the environment of technology, politics, legal, economic, socio-cultural, and market aspects. On the other hand, non-entrepreneurs only see the trend as a threat. Second, entrepreneurs will tend to calculate risk and avoid risk after seeing an opportunity. Third, entrepreneurs are willing to collaborate with other parties if they cannot be done alone (Pamuji 2018).

Some management literature provides three basic dimensions of organizational tendencies for the entrepreneurial management process: innovation ability, risk-taking ability, and proactive nature (Mulyani 2015). The elements of entrepreneurship are innovative, proactive, and the courage to take risks. Innovative is the tendency to engage in creativity and experimentation by introducing new products or services and technological leadership through research and development in new processes. Proactivity is a search for opportunities, a forward-looking perspective characterized by introducing new products or services ahead of the competition and acting in anticipation of future demand. Courage to take risks can be defined as taking decisive action by exploring the unknown, borrowing large amounts, and allocating significant resources to the business in an uncertain environment.

Entrepreneurship is a creative and innovative capability used as a basis and resource for finding opportunities for success. Entrepreneurship is said to be one of the factors for realizing sustainable and highly competitive economic growth in companies. Entrepreneurship itself means a human activity of exerting the energy of the mind or body to create or achieve a job that can manifest as noble beings. Companies with entrepreneurial-oriented leaders have a clear and courageous vision to face risks to create a good performance. Business owners need an entrepreneurial orientation to achieve creative and innovative capabilities such as opportunities for success and suitable competitive advantages to improve marketing performance.

## **E-Commerce**

E-commerce is a term often used or heard today related to the internet, where no one knows the meaning of e-commerce. Electronic commerce, also known as e-commerce, uses communication networks and computers to carry out business processes. A popular view of e-commerce is using the internet and computers with web browsers to buy and sell products (LEO 2017). Ariyanto et al. (2019) stated that e-commerce and short for electronic commerce, are business transactions in electronic networks, such as the internet. Anyone who has access to a computer, has a connection to the internet, and has a way of paying for goods or services purchased can participate in e-commerce.

According to Harini and Handayani (2019), the definition of electronic commerce is the purchase, sale, and marketing of goods and services through an electronic system. Such as radio, television, and computer networks or the internet. Therefore, the notion of e-commerce is the process of buying and selling transactions carried out via the internet, where the website is used as a container to carry out the process. E-commerce allows customers to shop or make transactions 24 hours a day from almost any location where the consumer is located. Customers can also select items to buy when visiting the site and making price comparisons with other companies. Customers do not need to queue to get the goods when buying goods online. A brief overview of the advantages of e-commerce for consumers is lower prices, shopping is enough in one place, and for managers, it is efficient, without error, and on time. Harini and Handayani (2019) said that e-commerce means a marketing system with electronic media. E-commerce includes; distribution, sale, purchase, marketing, and service of a product carried out in an electronic system such as the internet or other computer networks.

## **Agility**

Agility is agility in responding to changes in short-term supply or demand quickly. The systems run by agility include providing supply chain part-

ners with data on changes in supply and demand, so that they can respond quickly, build collaborative relationships with suppliers, design production processes to facilitate delays, and develop reliable logistics systems (Kosasi 2015). Agility is also a way to respond quickly to short-term supply or demand changes as measured by developing collaborative relationships with suppliers, designing delays, and buffering suppliers of low-cost critical components. There are three important components of agility. Those are responsiveness, operational flexibility in responding to customers, and business relationships with customers, suppliers, and distributors (Nurcholis and Cahyono 2019).

## **HYPOTHESIS DEVELOPMENT**

### **The effect of Entrepreneurship on Agility**

Entrepreneurship is a creative and innovative capability used as a basis and a resource to find opportunities for success. Arbawa and Wardoyo (2018) stated that entrepreneurial orientation is seen as having the ability to improve a company's performance. Entrepreneurship refers to processes, practices, and decision-making that lead to new inputs and has four aspects of entrepreneurship. These are being innovative, acting proactively, taking risks, and autonomy. Entrepreneurship is the application of innovation and creativity to solve problems and take advantage of the various opportunities that other people face every day (Pamuji 2018). Arbawa and Wardoyo (2018) stated that entrepreneurial orientation is seen as having the ability to improve a company's performance. Entrepreneurial orientation refers to processes, practices, and decision-making that lead to new inputs and has four aspects of entrepreneurship. Those are innovative, acting proactively, courageously taking risks, and autonomous. The better a person's creative and innovative abilities, the more agility will increase. Agility is a tool or way to quickly respond to short-term supply or demand changes as measured by developing collaborative relationships with suppliers, designing delays, and buffering suppliers of cheap components, but these components are urgent. This is supported by the results of research by Rasyidi and Sudjatno (2016) and Arbawa and Wardoyo (2018), which

state that entrepreneurial orientation can directly increase agility. From this description, the following hypothesis can be developed:

H<sub>1</sub>: Entrepreneurship significantly affects agility.

### **The Influence of E-Commerce on Agility**

The presence of e-commerce systems enables various micro, small, and medium enterprises to enter the global market easily and even in real-time. All business people easily establish a business relationship with other businesses and direct relationships with consumers (Prihadi and Susilawati 2018). The e-commerce system as a form of advancement in information technology has brought about several changes. These are lowering the cost of interaction between buyers and sellers, easier interaction without the time and place restrictions, more alternatives and easier promotion, opportunities to expand market share without capital and large investments, business transparency and ease of providing services to consumers or customers. The better the e-commerce system, the more agility will increase. The agility will respond quickly to short-term supply or demand changes as measured by developing collaborative relationships with suppliers. That is supported by the research results that states that e-commerce can increase agility (Nurcholis 2019). From this description, the following hypotheses can be developed:

H<sub>2</sub>: E-commerce significantly affects agility.

### **Effect of Agility on Marketing Performance**

Agility can improve marketing performance, where agility is a tool to quickly respond to short-term changes in demand or supply. Agility is also a tool or way of responding to short-term supply or demand changes quickly as measured by developing collaborative relationships with suppliers, designing delays, and buffering low-cost but essential component suppliers. The systems run by agility include providing supply chain partners with data on changes in supply and demand so that they can respond promptly, build collaborative relationships with suppliers, design production processes to facilitate delays, and develop reliable logistics systems (Kosasi 2015). The better the agility in quickly responding

to changes in demand or short-term supply, the better the marketing performance will be. The research results also support this by Pamuji (2018) and Harini, Darsin, and Praptono (2017), which state that agility affects marketing performance. From this description, the following hypothesis can be developed: H<sub>3</sub>: Agility can significantly affect marketing performance.

### **The Influence of Entrepreneurship on Marketing Performance**

Entrepreneurship is a creative and innovative capability used as a basis and a resource for finding opportunities for success. Entrepreneurship is said to be one of the factors for realizing sustainable and highly competitive economic growth in companies. Entrepreneurship itself means a human activity by exerting the energy of the mind or body to create or achieve a job that can create noble beings (Rasyidi and Sudjatno 2016). Companies with entrepreneurial-oriented leaders have a clear and courageous vision to face risks to create a good performance. Business owners need an entrepreneurial orientation to achieve creative and innovative abilities as opportunities for success and a suitable competitive advantage to improve marketing performance. The better one's entrepreneurial orientation is the more agility that can impact marketing performance. That is because the entrepreneurial spirit of SMEs is high. Such as innovativeness in developing new products, active work is important for developing new processes, and the aggressiveness of competition is important to improve business units, so the type of business can develop well. Harini and Handayani (2019) stated that entrepreneurship (entrepreneur) tends to be innovation-oriented (innovation), which is based on new ideas and market conditions that are not consumer-oriented or that are controlled by estimates of market desires and needs.

Meanwhile, creativity and innovation are very influential on entrepreneurial marketing. Therefore, it is necessary to do a deeper study of entrepreneurship development through e-commerce marketing to improve the performance of SMEs. The research results also support this by Rasyidi and Sudjatno (2016) and Arbawa and Wardoyo (2018),

which state that a good entrepreneurial orientation can improve marketing performance. From this description, the following hypotheses can be developed:

H<sub>4</sub>: Entrepreneurship significantly affects marketing performance.

### **The Effect of E-Commerce on Marketing Performance**

E-commerce can have an impact on the marketing performance of SMEs. The entrepreneurial element is innovative, proactive, and the courage to take risks. Taking risks can be defined as taking decisive action by exploring the unknown, borrowing large amounts, and allocating significant resources to the business in an uncertain environment. Proactivity is a search for opportunities, a forward-looking perspective characterized by introducing a new product or service ahead of the competition and acting in anticipation of future demand. Innovative is the tendency to engage in creativity and experimentation by introducing new products or services and technological leadership through research and development in new processes.

The system e-commerce regards digital transactions for various organizations and individuals (individuals), which can reach consumers and the wider community, so it has the opportunity to increase the growth of its target market (Schneider, 2010). This transaction model enables commercial transactions across national and cultural borders to be much more convenient and cost-effective than in a traditional trading framework. This technology mechanism can be operated anywhere in all countries globally because it has universal standards (Prihadi and Susilawati 2018). The presence of the e-commerce system allows various micro, small, and medium enterprises to enter the global market easily and even in real-time. All business people easily have a business relationship with another business and a direct relationship with consumers. The e-commerce system as a form of information technology advancement has brought about some changes. It reduced the cost of interaction between buyers and sellers, easier interaction without the time and place restrictions, more alternatives, easier pro-

motion, opportunities to expand market share without having to own large capital and investments, business transparency, and ease of providing services to consumers or customers. The better the e-commerce system makes various micro, small and medium companies, the better it can improve the marketing performance. That is supported by Prihadi

and Susilawati (2018) research results, which states that e-commerce can improve performance. From this description, the following hypotheses can be developed:

H<sub>5</sub>: E-commerce significantly affects marketing performance.

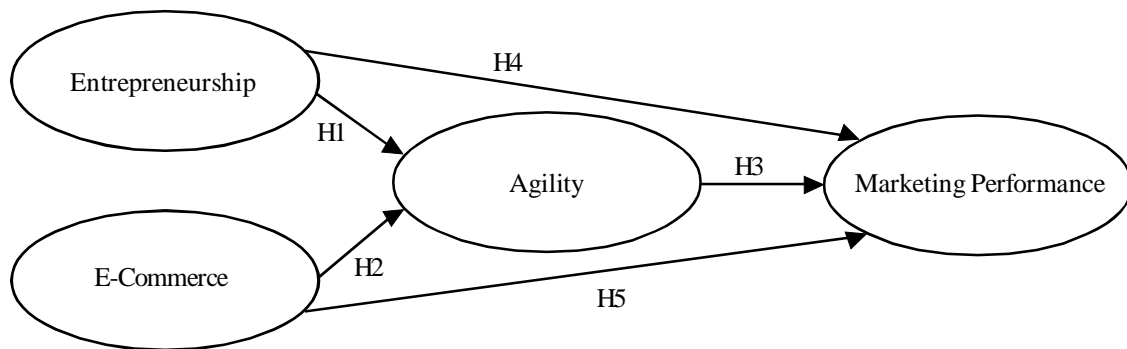


Figure 1. Conceptual Framework

**METHOD**

**Population and Samples**

The population is a generalization area consisting of objects or subjects with certain qualities and characteristics determined by the research to be studied and then concluded (Ghozali, 2013). The population in this study were all owners/managers of Muslim Clothing SMEs in Central Java. The sample is part of the number and characteristics of the population (Ghozali, 2013). In this study, the samples were some of the owners/managers of Muslim Clothing SMEs in Central Java. Hair et al. (2011) recommended minimum sample size of 5 times the number of question items on the questionnaire. The indicators in this study consisted of 2 independent variables and two dependent variables. The total questions in this study were 17 questions, so the minimum sample size of this study was 17 x 5 = 85 samples. Still, the questionnaires distributed were 100 questionnaires to reduce the error rate when tested.

**Sampling Techniques**

The sampling method in this study is non-probability sampling with a purposive sampling technique. The use of non-probability sampling with purposive sampling technique because each element in the population has no known chance of being sampled with certain criteria (Ghozali, 2013). The criteria used are a Muslim fashion shop operating for at least three years and has a minimum of 10 employees.

**Types of Data**

This study uses primary data collected directly from the source and processed by the institution itself for use. Primary data, in this case, is the recapitulation of data from the results of distributed questionnaires (research instruments) of entrepreneurship variables, e-commerce, agility, and marketing performance. The secondary data is already available, which researchers cite for research purposes.

### Data Collection Techniques

The questionnaire method (*questionnaire*) is a research data collection method, and under certain conditions, the researcher does not need to be present. The data required is from respondents' answers (assessments) to questions or statements in distributed questionnaires.

### Variable Measurement (Research Instrument)

A research instrument is a tool used to measure a variable in research. The measurement of the variables (research instruments) in this study is to measure sharing motivation, consumer attitudes, and collaborative participation in collaborative consumption. Harpe (2015) stated that research instruments that use Likert scales could be made in the form of a checklist. This research used a five-point Likert scale.

### Data Analysis Techniques

Analysis data is one of the ways used to determine the extent to which variables affect other variables. The data collected can be useful must be processed/analyzed first to be used in making decisions. The analysis used in this research is *Partial Least Squares (PLS)*. PLS can confirm the theory and explain whether or not there is a relationship between latent variables. Because PLS focuses more on data and a limited estimation procedure, the specification model issue does not affect the parameter estimation (Ghozali, 2006).

### Outer Model Evaluation

The outer model is called the measurement model or outer relation. The outer model specifies the relationship between latent variables and their indicators. This model is used to assess the validity and reliability of the model (Ghozali, 2006). The tests carried out on the outer model include convergent validity, related to the principle that the gauges (manifest variable) of a construct should be highly correlated. The concurrent validity test of reflexive indicators with PLS can be seen from the loading factor for each construct indicator. In assessing the convergent validity, the average variance extracted (AVE) value must be  $> 0.5$ . However, for research

in the early stages of developing a measurement scale, the loading factor value of 0.5 - 0.6 is still considered sufficient (Ghozali, 2006). Discriminant validity relates to the principle that different constructs' gauges (manifest variables) should not be highly correlated. The way to test the discriminant validity is to see the cross-value loading for each variable must be  $> 0.70$ . Another way to test is to compare the square root of the AVE for each construct with the correlation value between the constructs in the model. The square root of AVE shows good validity discriminant for each construct  $>$  correlation between constructs in the model (Fornell and Larcker 1981). The average variance extracted (AVE), the recommended AVE value, must be  $> 0.5$ , meaning that 50% or more of the variance of the indicator can be explained. Composite reliability in testing the reliability of a construct. Data that has composite reliability  $> 0.7$  has high reliability. Cronbach's Alpha, the test is the reliability strengthened by Cronbach's Alpha. Expected value  $> 0.7$  for all constructions. This measure does not assume equality between measurements assuming all indicators are given the same weight. Thus, Cronbach's Alpha tends to underestimate in measuring reliability, while composite reliability is a closer approximate estimate with the assumption that the parameter estimates are accurate (Ghozali, 2006).

### Inner Model Evaluation

The inner model evaluation aims to predict the relationship between latent variables. The inner model is evaluated by looking at the percentage of variance described by the R-square value for endogenous latent constructs. There are three criteria for measuring the R-square according to Ghozali (2006), namely, 0.67 (strong), 0.33 (moderate), and 0.19 (weak).

### Bootstrapping

Bootstrapping is used to test the hypothesis and intervening variables in the study. The data that the PLS algorithm has calculated is then recalculated by bootstrapping. The provision of testing, namely, the subsample (number of resamplings) is filled with 1000, choosing one-tailed in the test type section

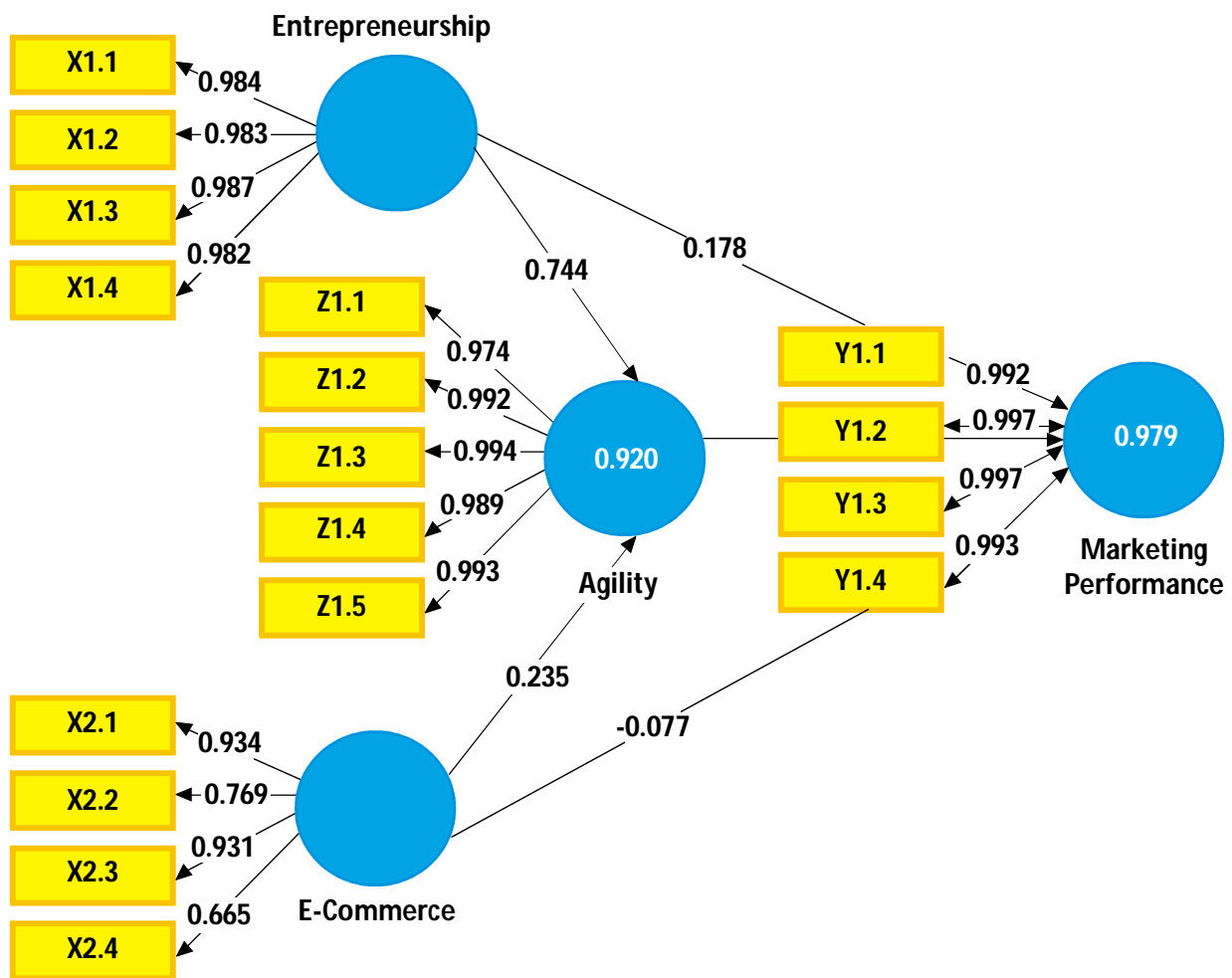


and filling in the significance level of 0.05 (Ghozali, 2006). Three things need to be considered in the results obtained to analyze the hypothesis and the variables *intervening*, namely as follows: Outer loading, if the t-statistics value is  $> 1.96$ , then all indicators of reflective variables are valid. If the t-statistics generated  $> 1.96$ , then the alternative hypothesis is accepted. Total indirect effect, if a variable can be said to be intervening if it has t-statistics  $> 1.96$  and P-value  $< 0.05$ .

**RESULTS**

**Outer Model Evaluation**

The analysis in this study is the analysis of Partial Least Squares (PLS). This analysis is used to determine the influence between the variables of entrepreneurship, E-commerce, agility, and Marketing Performance. The following is a figure of the results of Partial Least Squares (PLS):



Sources: Partial Least Squares (PLS) Data Processing Results

Figure 2. Value of Path Analysis Partial Least Square (PLS)

A validity test is a measuring instrument's accuracy in performing its measure function. This validity test was carried out by correlating the scores of a questionnaire item with the total (Juliandi et al., 2014).

**Convergent Validity and Reliability**

From Table 1 above, it can be seen that the value is AVE > 0.5, so all question items on entrepreneurship, e-commerce, agility, and marketing

**Table 1. Convergent Validity and Reliability**

Constructs	Item	Loadings	Cronbach's Alpha	CR	AVE
Entrepreneurship	X1.1	0.984	0.960	0.971	0.895
	X1.2	0.983			
	X1.3	0.987			
	X1.4	0.982			
E-Commerce	X2.1	0.934	0.971	0.961	0.861
	X2.2	0.769			
	X2.3	0.931			
	X2.4	0.665			
Agility	Y1.1	0.974	0.994	0.995	0.977
	Y1.2	0.992			
	Y1.3	0.994			
	Y1.4	0.989			
	Y1.5	0.993			
Marketing Performance	Y2.1	0.992	0.997	0.997	0.921
	Y2.2	0.997			
	Y2.3	0.997			
	Y2.4	0.665			

Source: Primary Data Processed, 2020

performance are valid. Cronbach's Alpha and Composite Reliability / CR show that all variables are reliable or meet the requirements with a critical value > 0.6.

**Structural Model Analysis (Inner Model)**

In Table 2, the Q-Square Predictive Relevance value greater than 0 indicates that the model has a

predictive relevance value, while the Q-Square Predictive Relevance value is less than 0, indicating that the model lacks predictive relevance.

Based on the calculation results of the value of the Q-square, it can be seen that the value Q-square of 0.979. That shows that the variables entrepreneurship, E-commerce, and agility have a good predictive level of Marketing Performance.

**Table 2. Measurement Results R-Square**

	R-Square	Criteria
Agility	0.920	High
Marketing Performance	0.979	High

Source: Primary Data Processed, 2020

**Hypothesis Testing**

Based on the results of the path coefficient from Table 3, it can be explained that the influence of entrepreneurial on agility with a value of Path 0.695, the results of T statistics 9.412 > 1.96, and P-value 0.000 < 0.05, it can be concluded that Entrepreneurship has a significant effect on agility.

**Table 3. Path Coefficients**

No	Information	Path	T-Statistics	P-Values
1	Entrepreneurship - Agility	0.695	9.412	0.000
2	Entrepreneurship - Marketing Performance	0.196	2.624	0.009
3	E-Commerce - Agility	0.276	2.868	0.004
4	E-Commerce - Marketing Performance	0.129	2.350	0.019
5	Agility - Marketing Performance	0.676	14,615	0.000

Source: Processed Primary Data, 2020

The effect of Entrepreneurship on Marketing Performance with a value of Path 0.196, the results of T statistics are  $2.624 > 1.96$ , and P-Value  $0.009 < 0.05$ , it can be concluded that entrepreneurial has a significant effect on Marketing Performance. The influence of E-commerce on Agility with a value of Path 0.276, the results of T statistics  $2.868 > 1.96$ , and P-value  $0.004 < 0.05$ , then it can be concluded that E-Commerce significantly influences agility. The effect of variable E-commerce on marketing performance with value Path 0.129, the result of T statistics  $2.350 > 1.96$ , and P Values  $0.019 < 0.05$ , it can be concluded that E-Commerce has a significant effect on Marketing Performance. The effect of

Agility on Marketing Performance with a value of Path 0.676, the results of T statistics  $14.615 > 1.96$ , and P-Value  $0.000 < 0.05$ , it can be concluded that agility has a significant effect on the Marketing Performance.

**Indirect Effects**

Based on the results of the explanation Table 4, it can be concluded that entrepreneurship has a very large effect on marketing performance if the variable agility shows the p-value  $0.000 < 0.05$ . It can be concluded that agility is an intervening variable between entrepreneurship and marketing performance.

**Table 4. Results of Indirect Effects**

No	Variable	Original	P-Values	Critical Value
1	Entrepreneurship - Marketing Performance	0.470	0.000	$< 0.05$
2	E-Commerce - Marketing Performance	0.187	0.010	$< 0.05$

Source: Primary Data Processed, 2020

E-commerce has a very large effect on marketing performance if agility shows the p-value of  $0.010 < 0.05$ . It can be concluded that agility is a variable intervening between e-commerce and marketing performance.

**DISCUSSION**

**The Effect of Entrepreneurship on Agility**

The analysis results show that entrepreneurship has a significant effect on agility. At this time, entrepreneurship is in great demand by the commu-

nity. Besides working, it can also channel hobbies that can benefit as long as it is done seriously and diligently. Of course, there is a need for agility in business, which is to act quickly in terms of responding to customers and existing changes and, of course, being brave in taking risks. Besides that, it is necessary to have the courage to collaborate with suppliers by doing these things to help entrepreneurs increase their business. The results of this study follow the results of the research by Rasyidi and Sudjatno (2016); Arbawa and Wardoyo (2018),

which states that entrepreneurial orientation can directly increase agility.

### **The Effect of E-Commerce on Agility**

The analysis results show that e-commerce has a significant effect on agility. At this time, the world of social media is growing very rapidly, from those who make sales transactions via Facebook, Instagram, and WhatsApp. There is also an application that provides buying and selling transactions. Those applications are Shopee, Tokopedia, and Zalora. Therefore the need for agility intends to respond to requests quickly. of course, the public also needs facilities that use these applications due to very attractive services, from discount or free postage with a minimum purchase that the owner of the account has determined. The research results support the results of this study by Nurcholis (2020), which states that e-commerce can increase agility.

### **The Effect of Agility on Marketing Performance**

The analysis results show that agility has a significant effect on marketing performance. That means that agility can improve marketing performance, where agility is a tool to respond to changes in demand or short-term supply quickly. This study follows the research results by Pamuji (2018) and Harini, Darsin, and Praptono (2017), which state that agility affects marketing performance.

### **The Effect of Entrepreneurship on Marketing Performance**

The analysis results show that entrepreneurship has a significant effect on marketing performance. It can be proven that an entrepreneur cannot be separated from marketing which aims to introduce and offer a product or service that is sold so that consumers know and can make buying and selling transactions. Having creativity in making and choosing designs for Muslim clothing products can help or do business it develops because it always follows the development of the model. That is what makes MSME business owners grow. This study follows the results of the research by Rasyidi and Sudjatno (2016) and Arbawa and Wardoyo (2018),

which stated that a good entrepreneurial orientation could improve marketing performance.

### **The Effect of E-Commerce on Marketing Performance**

The analysis results show that the variable e-commerce has a significant influence on marketing performance. E-commerce has a role as an application or a place where people can buy and sell online by marketing through e-commerce. It is very helpful in introducing and attracting users' e-commerce, considering that the e-commerce application is no longer an application that is foreign again but has been very recognized by the community. Therefore, this application is used to distribute the products to be sold. This study follows the results of the research by Harini and Handayani (2019), which stated that e-commerce has a significant effect on marketing performance.

### **Agility Mediates the Effect of Entrepreneurship Marketing Performance**

Based on the results of the total indirect effect in table 4, it can be seen that the influence of entrepreneurship and e-commerce on marketing performance through agility shows that agility can mediate the relationship between entrepreneurship and e-commerce with marketing performance.

## **CONCLUSIONS**

Entrepreneurship has a significant effect on agility. Agility is needed in business because acting quickly in terms of responding to customers, responding to changes, being quick in deciding to take risks, and being fast in collaborating with suppliers is necessary for companies to help entrepreneurs improve their business. E-commerce has a significant effect on agility. The development of technology and the internet is very fast. Applications that provide means of buying and selling transactions such as Shopee, Tokopedia, Zalora, and others are very easy to use. Therefore there needs to be agility that intends to respond to many requests quickly. Agility has a significant effect on marketing performance. Agility can improve marketing performance because

responding quickly to short-term changes in demand or supply can make the buying and selling process complete faster. Entrepreneurship has a significant effect on marketing performance. Entrepreneurship cannot be separated from marketing which aims to introduce and offer a product or service to potential consumers. Creativity in making and choosing attractive product designs and keeping up with the times can help businesses grow. MSME businesses thrive because owners use their creativity in marketing their products. E-commerce has a significant influence on marketing performance. E-commerce has a role as an application or a place to buy and sell online. E-commerce is no longer a foreign application but is well known by the public. Marketing through e-commerce is very helpful in introducing and attracting user interest. Agility was proven as an intervening variable on the relationship between entrepreneurship and e-commerce with marketing performance. SMEs can improve marketing performance through entrepreneurship and e-commerce and will be more effective if done by SMEs through agility.

### **IMPLICATIONS**

Entrepreneurship has a significant influence on agility. That means that SMEs are increasingly able to innovate. The more they dare to take risks and the more proactive, the faster they will respond to customers, the more enthusiastic they are to seek information, and the closer relationships with customers, suppliers, and distributors will be. The analysis results show that e-commerce has a significant influence on marketing performance. That means that SMEs are increasingly daring to distribute online, make sales and purchases online, and are brave in online services. It will be very helpful in terms of introducing and attracting e-commerce users. Entrepreneurship has a significant influence on marketing performance. SMEs are increasingly able to innovate. The more they dare to take risks and the more proactive, the more sales volume increases, the sales growth rate, and the customer growth rate increases. E-commerce has a positive and significant influence on SMEs' agility. They were more

willing to distribute online, make sales, purchases online, and be brave in online services. It will be very helpful in introducing and attracting users' e-commerce. Agility has a significant effect on marketing performance. That means that SMEs are increasingly able to respond quickly to changes in demand and supply in the short term. The faster they will increase sales volume, growth, and customer growth rates. The test results show that entrepreneurship indirectly affects marketing performance through agility as an intervening variable. To improve the marketing performance carried out by SMEs is to increase entrepreneurship and agility, the marketing performance will increase. The test results show that e-commerce influence indirectly affects marketing performance through agility as an intervening variable. To improve the marketing performance carried out by SMEs is to increase e-commerce and agility, the marketing performance will increase.

### **LIMITATIONS**

Muslim fashion stores need to increase entrepreneurship. They need to be brave in taking risks in businesses that can increase Muslim fashion products, such as innovating, for example, always having creativity in making and choosing popular designs with the community. For e-commerce, it is necessary to buy additional (supporting) materials to make Muslim clothing products from various fabrics online, considering that Muslim Fashion SMEs in Central Java only purchase additional materials directly due to lack of taste. Believe that buying materials online and currently making purchases online can be trusted. The finding of this study is expected to contribute to the development of science, especially management science. The limitation of this research focuses only on the Muslim Fashion SMEs in Central Java with relatively small sample sizes. Leaders or managers of Muslim Fashion SMEs have different abilities in developing their business. They also have different views and behaviors towards learning and understanding market changes.

## RECOMMENDATIONS

Agility is necessary to share information on Muslim clothing products with customers, suppliers, and employees in the company so that it can help the company meet the needs of the community, for example, in terms of the model that people are currently looking for as well as the fabric that the community wants. Doing some of these things can help improve the marketing performance of Muslim Fashion SMEs in Central Java. Based on the limitations of this study, future studies can increase the population and sample of Muslim Fashion SMEs in another area.

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