

## Is marketing digitization important?

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### CHRONICLE

### ABSTRACT

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Small industries tend to achieve marketing performance harder than their bigger counterparts, constrained by limited resources when compared to large businesses, especially during the Covid-19 pandemic. These constraints seem to still be relatively difficult to find a way out and result in low marketing performance including small industries in Denpasar. The purpose of the study is to explain the influence of entrepreneurial personality on marketing performance and to investigate the role of digitalization of marketing as a moderation of the influence of entrepreneurial personality on the marketing performance of small industries in Denpasar. The subject of the study was a small industry in Denpasar, represented by the owner / manager as a source. The sample size was set at 150 respondents. Analysis techniques use Moderated Regression Analysis (MRA). The results found that entrepreneurial personality has a significant influence on marketing performance, and digitalization of marketing acts as a quasi-moderation of the influence of entrepreneurial personality on the marketing performance. Small industries should be more active in exploring paid online media since it has a wider reach, such as existing market places or utilizing government-provided facilities, be careful about setting production targets and setting targets for special forces on marketing performance.

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## 1. Introduction

Large and small companies can certainly expect superior and competitive marketing performance, but theoretical and empirical logic implies that small businesses (UK) tend to be more difficult to achieve. This condition is caused by the limited resources available when compared to large businesses. The number of the UK in Bali has been reported to be dominated by the industrial sector, as a supporter of the tourism sector (BPS Bali, 2016). Various problems faced by the UK are still classic, namely; marketing, after the funding factor. These problems generally come from the company's internal environment, namely the ability of entrepreneurs to develop marketing activities, especially in the current Covid-19 situation. These constraints appear to have had an adverse effect on UK marketing performance. Reports published by IFC (2013); ILO (2019) state that UK problems in Indonesia are focused on market access. This low access is predicted due to the ability of the owner/manager not to support market changes. UK marketing activities are generally underdeveloped and result in low marketing performance. Similar conditions are also experienced in most of the small industrial sectors (IK) in Bali. The number of small industries (IK) in Bali, until 2019, there were 15,884 businesses, divided into 14 industrial commodity groups. The average absorption of the number of workers, the value of investment and the value of production per year ranges from -19.62 to 8.02 percent per year. The figures presented imply that the low growth of labor, investment and production indicates that the marketing performance of small industries in Bali is still very low and even tends to decline. The data implicitly shows that the development of small industry marketing performance in Bali in the last five years shows an alarming condition (Disperindag Bali Province, 2020).

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The problem of IK's marketing performance in Bali, so far, has not been able to be resolved properly, exacerbated by the emergence of the Covid-19 problem. The Bank Indonesia report on IK business profile data also proves that funding and business development issues still dominate (BI, 2016:19). The results of the pre-survey of 15 IK actors in Bali also confirmed the five main obstacles, namely; marketing, difficulties in accessing capital, raw materials, permits, and labor. This is in line with the findings of the BI-Unud research (Antara et al., 2011) and BPS data on the Bali IKM profile in 2018 (BPS, 2018). The problems experienced by IK will be completely resolved, if its marketing performance can be improved, because marketing activities are the spearhead of the company's overall business performance. The measure of the performance of all activities of a company's marketing programs is marketing performance, and is related to future business strategies (Morgan, 2012; Kaleka & Morgan, 2019). The effectiveness of marketing practices influences competitive success and customer preferences in the long term (Felix, 2015). Marketing performance has been recognized as difficult to develop, but very important for management effectiveness (Neely, 2007:36; Edwards et al., 2014:49). The performance of a company can be viewed from the financial and marketing aspects (Narkunienė & Ulbinaitė, 2018; Pervan et al., 2018). This study focuses on measuring marketing performance, because marketing performance is a key success factor for company performance. The literature review explains the urgent need to measure non-financial performance in a corporate marketing performance system. Marketing performance measurement indicators vary widely in each company (Neely, 2007:36; Liang & Gao, 2015). Researchers are advised to use measurement tools that have been developed (Looy & Shafagatova, 2016). A good measure of marketing performance, determined by several indicators; sales volume, customer satisfaction and retention, and market share (Liang & Gao, 2015; Katsikeas et al., 2016). Other studies add measures, such as brand equity and innovation. The measurement of marketing performance in this study refers to the concept of Morgan (2012); Katsikeas et al., (2016), related to the marketing aspect. A very significant determinant of successful IK marketing performance is the owner/manager's personal traits/characteristics (Soejono et al., 2015). These traits/characteristics are manifestations of the entrepreneurial personality as the ability to control its resources in capturing customers and competitors (Islami et al., 2018; Indris & Primiana, 2018). Entrepreneurial personality can be a power center for developing marketing performance and will have an impact on financial performance (Ejrami et al., 2016).

Small industry (IK) has been recognized by many parties whose strength is centered on the owner/manager in terms of innovation, proactivity, and the courage to take risks (Miller, 1983). Another concept emphasizes the basic characteristics of entrepreneurial personality, in terms of; proactiveness, innovativeness, risk taking ability, and locus of control (Vicente et al., 2015). The company's operational problems will arise, if the ability of the owner/manager is not sufficient. Entrepreneurial personality or called entrepreneurial personality shows distinctive abilities, motives, and attitudes that affect individual mental processes (Kerr et al., 2017; Vodă & Florea, 2019). Personality traits reflect patterns of entrepreneurial thinking or behavior that tend to be consistent (Soto, 2018). Business success is highly dependent on the entrepreneurial personality, because these traits reflect individual motivation. Entrepreneurial personality traits are unique and rare. The term entrepreneurial personality traits have been widely developed in research, including; traits, traits, and orientations (Kerr et al., 2017). Entrepreneurial personality can significantly determine marketing performance and has been widely applied in research (Morgan et al., 2018; Al-Mamun & Fazal, 2018). Psychological research also underscores the central role of personality as a determinant of motivation and behavior from personal strengths. Differences in individual personalities are stated to be used as a classic approach to entrepreneurship (Obschonka & Fisch, 2018). The figure of a successful entrepreneur is a unique person as an important determinant of business success (Sajilan et al., 2015). SMI entrepreneurs must work hard to adapt, based on investment in expertise and communication as a basis for independent competitive forces (Miller, 1983; Sarwoko et al., 2013). Entrepreneurial personality in the form of innovation, initiative, risk taking, and locus of control, can directly and indirectly affect marketing performance. Empirical studies of entrepreneurial personality have linked business practices to successful performance (Hatta, 2015; Wekesa et al., 2016). Entrepreneurial personality will give a significant reaction, if it is associated with the success of IK (Abdulwahab & Al-Damen, 2016; Urban & Sefalafala, 2015). The description describes the consistency of the competence of individual entrepreneurs as a reaction to the management of business strategies (Jelenc et al., 2016). This reaction ultimately affects efforts to respond to changes in the market environment (; (Absah et al., 2016; Behling & Lenzi, 2019). The scope of competition requires an entrepreneurial personality, and has a direct effect on marketing performance (Yoon et al., 2018). Risk taking, innovation, and internal locus of control determine the viability of IK. IK entrepreneurs will also gain an edge through strong market support (Haniff et al., 2016). Innovation was found to have the largest role in influencing marketing performance, among these dimensions (Haniff et al., 2016).

Several researchers have a different view and point out the inconsistency of research results as a research gap in this study. A weak correlation was found from the innovation factor and the aggressiveness of entrepreneurs with IK growth (Kerr et al., 2017). Employers' competencies were also found to be insignificant to the performance of IK and contrary to most of the existing literature (Esubalew & Raghurama, 2020). The long-term viability of IK cannot be identified with a well-defined business practice. Asymmetric information is also common, and all of them are bad for IK and the market (Karia, 2015). IK entrepreneurs are also stated to be less willing to take risks (Rezaei & Ortt, 2018), and their business network is limited (Setyawati et al., 2020). This has a negative impact on product performance, and opportunities to improve marketing performance cannot be controlled properly. Entrepreneur motivation, courage to take risks were found to be unable to influence the marketing performance of SMEs (Vicente et al., 2015; Yang & Ju, 2017). This condition results in decreased product quality and marketing performance. Almost the same opinion was also stated by Chowdhuri et al., (2013); Darmanto et al., (2014). This condition illustrates that the limited entrepreneurial personality traits have not been fully able to lift their marketing

performance. The developed strategy, when complemented by the adaptation of digital marketing technology, may be an effective solution. A business can rise again or end in death, it is largely determined by the entrepreneurial ability in terms of digital literacy, innovation and adaptation of the marketing technology.

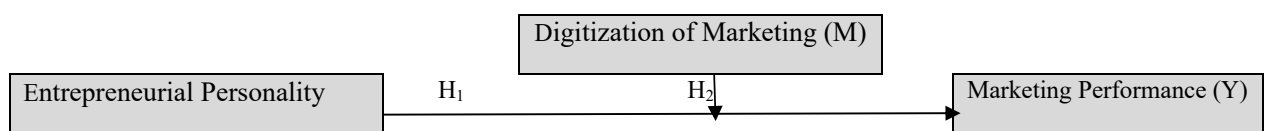
Digital literacy is the ability of entrepreneurs to use internet-based information and communication technology (ICT). This ability can be used to find, evaluate, produce, and communicate clearly and accurately the product/service. Digital Marketing is an important aspect that must be owned by an industry if it wants to develop and face competition. Digital marketing is considered to be a means of utilizing technology that can be applied to support the development of small industry marketing performance (Liesander & Dharmayanti, 2017). Digital marketing or digital marketing is defined as a marketing effort that uses electronic/internet devices with various marketing tactics and digital media, where entrepreneurs can communicate with potential consumers online. Digital marketing has a similar meaning to electronic marketing, which describes the management or implementation of marketing using electronic media. Electronic media that can be used, such as; web, email, IPTV and mobile media, in conjunction with digital data about customer characteristics and behavior (Chaffey & Chadwick, 2016:18). The scope of digital marketing is expanding and increasing, but the integration of digital into business and marketing strategies is often a significant challenge for many organizations (Chaffey & Chadwick, 2016:184). Wilson & Macau (2017) conducted research in Kenya and found several weaknesses of IK in terms of digitization. These weaknesses, namely: most of the IK do not have sufficient budget to invest in internet technology (IT), are unable to employ professionals, limited access to IT infrastructure, and do not realize/know the benefits of an online payment system through a website.

The results of the study indicate that the reasons for the adoption of e-commerce are gradually influenced by; intensity of competition, relative advantage and organizational readiness (providing information and services), and readiness to implement e-commerce at the processing stage (Choochinprakarn, 2016). Organizational readiness in implementing digitization refers to the entrepreneurial character in responding to environmental changes. The implementation of digital marketing has a strong effect on intellectual capital and plays an important role in improving industrial organizational performance (Liesander & Dharmayanti, 2017). Digital marketing is a relatively new way to increase customer growth by increasing the position of the website, so that it has an impact on traffic visits and sales of products/services (Arifin et al., 2019). Digital marketing can make it easier for entrepreneurs to; provide information, interact directly with consumers, expand market share, increase awareness, and increase sales (Febriyanto & Arisandi, 2018). Social media marketing acts as a moderating variable for event marketing with customer engagement (Limandono & Dharmayanti, 2017). The moderating effect of different variables also shows a significant effect between exogenous and endogenous variables (Ahmed et al., 2019). Slightly different results state that the moderating effect of digital marketing can vary between product types and marketing, and a greater negative impact will occur, if digitalization is carried out with free media (Buchanan et al., 2018).

Digital analytics generates data that can be used to measure and optimize digital marketing performance. The actual performance of digital marketing is determined by the personal attitude of entrepreneurs and organizations to process data and act on that behavior to continuously improve performance (Järvinen, 2016). Digital marketing has a significant direct and indirect effect on marketing performance associated with intellectual capital (Sidi & Yogatama, 2019) (. When it comes to selling IK products, digital marketing has a positive effect (Hendawan et al., 2019). All digital advertising media channels have a significant effect on the effectiveness of online digital media which creates brand sustainability for the fast moving consumer sector. Research gaps have been identified, especially in the field of e-marketing performance when it comes to IK performance. This gap needs to be investigated to investigate the true relationship between the adoption of e-marketing and small business performance (El-Gohary, 2014). The results of other studies reveal that SMIs do not appear to be able to fully utilize the potential of new digital tools and are not benefiting from the opportunities presented. These results also raise the question of whether IK has understood the fundamental changes in the nature of communication brought about by digitalization (Taiminen & Karjaluo, 2015). Another empirical fact is also detected that; IK is considered to lack knowledge of adapting technology (Quigley & Burke, 2013), lack of investment funds in ICT (Tarutė & Gatautis, 2014), but the fact that IK has started to look at the use of IT in its marketing activities (Tarutė & Gatautis, 2014).

Digital marketing content refers to indicators; design, current news, reading experience, viewing time and news content were found to have little effect on purchasing decisions (Yusuf et al., 2020). Ritz et al., (2018) even adds that do-it-yourself digital marketing contributes to understanding small business digital marketing behavior. So, support for the idea that technology benefits, may not be the only motivator for small industry owners/managers doing digital marketing. The do-it-yourself behavior model also applies to small industry owners/managers who need special knowledge to perform their duties (Ritz et al., 2018). Therefore, internet marketing determines the development of IK's innovation capabilities more than others. Meanwhile, shared knowledge and vision are crucial factors in improving IK business performance (Aziz & Omar, 2013). E-commerce experience in moderating marketing aspects on performance, shows an insignificant effect. The potential for digitization can actually pose a danger, if you rely on digital analytical data that can direct IK to maximize short-term revenue generation at the expense of long-term marketing performance (Järvinen, 2016). Social media marketing is reported to have failed to moderate the relationship of content marketing to customer engagement (Limandono & Dharmayanti, 2017). Empirical facts as already mentioned, provide a research gap in this research to conduct empirical evidence about marketing performance, if it is associated with entrepreneurial personality and digital marketing. Based on the empirical gap in the previous description, the importance of IK adapting marketing digitalization in improving marketing performance is very interesting to study. This

study focuses on small industries, to examine the possible important role of adapting to digitalization of marketing, which in general has been adopted by many large companies. Digital marketing is indeed expanding in scope, but integration into marketing activities is often a significant challenge for many small industries (Chaffey & Chadwick, 2016: 184). The ability of small industries to adapt to digital marketing is constrained by very limited digital literacy competencies. Some of the weaknesses of SMIs in terms of digitization are: most of the SMIs do not have sufficient budget, are unable to employ personnel, limited access to infrastructure, and do not realize the benefits of online payment systems (Wilson & Macau, 2017). Digital marketing is not about understanding the underlying technology, but rather understanding customers in terms of how technology developments are used, and how to utilize them for their more effective engagement (Ryan & Jones, 2014:12). IK is recognized as having very limited digital literacy competence, but if it is supported by a good personality, it will be able to solve challenges through partnerships with partners who have digital capabilities (Priyono et al., 2020). The implementation of digital marketing was found to affect the level of satisfaction, sales performance (Sukandi et al., 2019; Palsmacker et al., 2018). The moderating effect of online media and an effective marketing strategy is said to be able to maintain an optimal market share (Handayani & Martini, 2017; Sheikh et al., 2018). In contrast to Buchanan et al. (2018) which states that the moderating effect of digital marketing can vary between product types and marketing, and a smaller negative impact will occur if digitalization is carried out with paid media. IK must be able to design marketing strategies on social media to increase brand engagement and higher satisfaction. Based on these descriptions, the conceptual framework proposed in this study is shown in Fig. 1.



**Fig. 1.** Research Conceptual Framework

**H<sub>1</sub>:** *Entrepreneurial personality has a significant effect on marketing performance.*

**H<sub>2</sub>:** *Digitalization of marketing acts as a moderating variable on the effect of entrepreneurial personality on marketing performance.*

## 2. Research methods

This research is associative with a quantitative approach (Creswell, 2010:5). The research design starts from the theoretical basis and the findings of previous researchers, then developed into a hypothesis to obtain empirical evidence. This study describes the relationship between entrepreneurial personality variables, marketing performance and marketing digitalization as a moderator in small industries in Denpasar City. The research location is in Denpasar City, which is the area in Bali with the second largest IKM population, and the largest absorption of labor). Based on the Raosoft sample size calculator approach, the sample size that is considered appropriate to the 4,214 elements of the population is 150 units, with a confidence level of 0.90 and a margin of error of 6.6 percent (0.066). The research questionnaire is in the form of a google form, which consists of three parts, namely; screening questions, respondents' identities, and statements. The research data collected is ordinal data, then measured using a Likert scale approach. Analysis of research data was carried out in two ways, namely; descriptive analysis using descriptive statistical methods and inferential analysis using Moderated Regression Analysis (MRA) methods.

## 3. Results and discussion

Research respondents were described from 11 categories and measured by percentages based on their respective classifications. Those categories, namely; entrepreneurial age, gender, education, entrepreneurial experience, company wealth, number of employees, business age, licensing status, ownership status, industry group, and online media used. Most of the respondents (99 percent) were between 25-50 years old, followed by 44 percent over 50 years old and the remaining seven percent less than five years old. The data illustrates that industrial entrepreneurs in Denpasar are mostly at the stage of age maturity. At this age, a person is required to become a more mature person. Every major decision in his life must begin to be taken, including the demands of a sense of responsibility for each choice. Quoted from TribunStyle.com (2019), there are nine things that will happen to someone when they are 25 years old and over. These things, namely; full of questions in the brain, thoughts of not doing the best thing, social media often makes you anxious, can't relax, thinks a lot when shopping, refuses to grow old, dilemmas in the world of work, wants to be recognized as successful, love problems don't know what to do. The gender of the respondents was not much different, namely 53.3 percent male and 47.7 female. This condition illustrates that the number of professions as entrepreneurs from women's groups is almost equal. Gender roles in business can also be said to be almost the same, even though these groups are known to have a higher social burden in the family. That is, if it is associated with personality traits, the innovative, proactive ability, courage to take risks and locus of control in doing business for the two groups are almost the same. The education of the respondents was dominated (57.3 percent) by entrepreneurs with higher education, followed by SMA/K education as much as 28.7 percent. The higher the formal education picture of the

entrepreneur, the better it is generally considered. The value is related to ability; on the intuition power to read the situation ahead which is getting better, to transmit experience the better, to develop and absorb the workforce is also getting higher.

The experience of respondents was found to be mostly (82.6 percent) more than four years. This condition explains that entrepreneurs have a lot of experience in business. Entrepreneurs with higher business experience have broader insights in terms of; resilience to environmental developments, creativity and innovation, understanding of opportunities and business relationships. Most of the business assets (assets) managed by respondents (64 percent) were found to be less than Rp. 100 million. The company's profile when viewed from the point of view of wealth, is still far from the maximum standard set out in the law. The amount of working capital has been understood to be positively correlated with business risk, profit and capital accumulation. This means that low wealth has the potential to hinder the management of the company's operational activities to achieve and improve good marketing performance. The employees owned by the dominant respondent (76 percent) are less than seven people and only 19.3 percent are assisted by 7-12 employees. The position of the data indicates that the company that is managed is dominant with the number of employees still far from the maximum limit of 19 people according to the criteria of the Regulation of the Minister of Industry of the Republic of Indonesia. The consequence is that efforts to increase the company's capacity are disrupted, and lead to limited production volumes. The respondents' business age was found to be mostly (56.6 percent) less than 10 years old, and there were even around 25 percent who were less than five years old. The data shows that most of the respondents' businesses are relatively new. This position in the company's life cycle is generally still in the stage between introduction and growth. The negative effect is that the company and its products are not widely known to consumers, so that it has the potential to hinder the development of marketing performance. The respondent's business licensing status is very encouraging, namely most (138 percent) have complete licenses. Business licenses can provide opportunities for companies, if they want to develop production activities and marketing areas. A business license is one of the absolute requirements for a company, if it wants to take advantage of the opportunity to increase capital through bank credit for the benefit of increasing production capacity and expanding marketing.

Based on the results of the study, it was found that most of the respondents' businesses (94.7 percent) were their own. This kind of ownership generally has limitations in efforts to increase business capital from the owner, so that it requires cooperation with creditors. This kind of cooperation can be done if the company is judged by the creditor to have a supportive performance. The dominant industrial group developed by respondents (35.3 percent) is the fashion industry, followed by the wood craft business with 28.7 percent. This type of industry is in line with the general condition of Bali as a tourist destination, which requires tourism supporting businesses. 86 percent of respondents applied online marketing activities through social media, and of course this media was chosen because it did not require a relatively high cost. It is understood that this marketing model generally has a business reach that is limited to certain communities, and its development is highly dependent on recommendations on consumer experience. In the first model, an analysis of the influence of the entrepreneurial personality variable on marketing performance was carried out without involving the marketing digitization variable with the formula  $Y = \alpha + \beta_1 X + \epsilon$ . The results of the analysis of model I as presented in Table 5.8 show that the Standardized Coefficients Beta of the entrepreneurial personality variable (X) produces a direction coefficient of 0.585, so that the regression model that can be formed from these results becomes  $Y = 0.585 X$ .

**Table 1**  
MRA Model I Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Info
	B	Std. Error	Beta			
(Constant)	2.150	4.948	-	0.435	0.665	
Entrepreneurial Personality	0.936	0.115	0.585	8.162	0.000	

R = 0.585 R<sup>2</sup> = 0.342 Adjusted R<sup>2</sup> = 0.337 F-value = 66.625 (0.000)

Source: Data processed, 2021

In model II, an analysis of the influence of entrepreneurial personality variables on marketing performance is carried out, involving the marketing digitization variable with the formula  $Y = + 1 X + 2 M$ . The results of the analysis of model II as presented in Table 5.9 show that partially; Standardized Coefficients Beta entrepreneurial personality was found to be 0.660 and significant at p-value 0.000 (<0.05) or t-count of 5.757 (>1.98). Standardized Coefficients Beta marketing digitalization was found to be -0.096 and not significant at p-value 0.404 (>0.05) or t-count of -0.838 (<1.98). Regression model II that can be formed from these results becomes  $Y = 0.660 X - 0.096 M$ .

**Table 2**  
MRA Model II Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Info
	B	Std. Error	Beta			
(Constant)	3.939	5.394	-	0.730	0.467	
Entrepreneurial Personality	1.056	0.183	0.660	5.757	0.000	Sig.
Marketing Digitization	-0.110	0.132	-0.096	-0.838	0.404	Not

R = 0.588 R<sup>2</sup> = 0.346 Adjusted R<sup>2</sup> = 0.336 F-value = 33.586 (0.000)

Source: Data processed, 2021

In model III, an analysis of the influence of entrepreneurial personality variables on marketing performance is carried out, involving the marketing digitization variable and the interaction variable between entrepreneurial personality and marketing digitalization with the formula  $Y = + 1 X + 2 M + 3 X*M$ . The results of the analysis of model III as presented in Table 5.10 show that partially; Standardized Coefficients Beta entrepreneurial personality shows a direction coefficient of -0.357. Standardized Coefficients Beta marketing digitization shows a direction coefficient of -0.152. Standardized Coefficients Beta interaction between entrepreneurial personality and marketing digitalization, shows a direction coefficient of 1.969. The regression model III that can be formed from these results becomes  $Y = -0.357 X - 0.152 M + 1.969 X*M$ .

**Table 3**  
MRA Model III Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Info
	B	Std. Error	Beta			
(Constant)	73.895	21.117	-	3.499	0.001	
Entrepreneurial Personality	-0.570	0.570	-0.357	-1.124	0.263	No1
Marketing Digitization	01.325	0.377	-1.152	3.512	0.001	Sig.
Interaction	0.028	0.008	1.969	3.417	0.001	Sig

R = 0.634 R<sup>2</sup> = 0.401 Adjusted R<sup>2</sup> = 0.387 F-value = 28.166 (0.000)  
Source: Data processed, 2021

Effect size ( $f^2$ ) is a measure of the relative impact of the influencing variable (exogenous variable) on the affected variable (endogenous variable). The results of  $f^2$  reveal how big the proportion of the variance of the unexplained change in R<sup>2</sup> is (Garson, 2016: 84). Criterion  $f^2$  value is less than 0.02 ( $f^2 < 0.02$ ) that the predictor variable is categorized as not contributing to R<sup>2</sup>. The  $f^2$  value is between 0.02-0.15 ( $0.02 \leq f^2 < 0.15$ ) that the predictor is categorized as contributing weakly to R<sup>2</sup>. The value of  $f^2$  is between 0.15-0.35 ( $0.15 \leq f^2 < 0.35$ ) that the predictor is categorized as contributing moderately to R<sup>2</sup>. The  $f^2$  value is more than 0.35 ( $f^2 \geq 0.35$ ) that the predictor is categorized as a major contributor to R<sup>2</sup>. The amount of  $f^2$  can be calculated by the formula (Cohen, 1992):

$$f^2 = \frac{R^2_{\text{model with moderator}} - R^2_{\text{model without moderator}}}{1 - R^2_{\text{model with moderator}}}$$

The result of R<sup>2</sup> in model I (without a moderator) is 0.342, while the result of R<sup>2</sup> model III (after involving a moderator) is 0.401. The change in R<sup>2</sup> in model I to model III is increasing, but the relative impact due to moderator involvement needs to be calculated to find the strength of the influence. Based on this formula, the magnitude of  $f^2$  can be determined as follows:

$$f^2 = \frac{0.401 - 0.342}{1 - 0.401} = 0.1(\text{weak})$$

The  $f^2$  result obtained is 0.10 and it can be explained that the relative impact of the involvement of digital marketing as a moderator on marketing performance is categorized as weak.

### 3.1 The influence of entrepreneurial personality on marketing performance

It is concluded that the entrepreneurial personality has a significant effect on marketing performance, with a positive direction coefficient of 37.7 percent. The positive direction shows a direct relationship between entrepreneurial personality and marketing performance. That is, the personality traits of an entrepreneur in terms of; innovative, proactive, risk taking and better locus of control, will improve the marketing performance of small industries in Denpasar which is reflected in sales growth, customer growth, and customer satisfaction. These results are supported by the motivation and ability of entrepreneurs to always try to increase their understanding, in order to be able to solve any business problems that may be faced. Entrepreneurial independence to move forward through increasing business knowledge is very good, including the courage to produce more than the target even in the Covid-19 pandemic situation. The real results felt by entrepreneurs are; customer complaints at small industrial companies in Denpasar are getting lower, and the value (turnover of Rp.) of sales has increased in the last three years. This potential can be done, because entrepreneurs can be categorized as adults, highly educated, mature, experienced, company age is quite long and able to use social media well.

The research results are supported by empirical studies by Hatta (2015); Wekesa et al., (2016) which links entrepreneurial personality in business practices to the company's successful performance. Abdulwahab & Al-damen (2016); Urban & Se-falafala (2015) also stated that the entrepreneurial personality will give a significant reaction, if it is associated with the success of small industries. The consistency of individual entrepreneur competencies will give a positive reaction to the management of industrial business strategies and ultimately affect efforts to respond to changes in the market environment (Absah et al., 2016; Jelenc et al., 2016; Behling & Lenzi, 2019). Yoon et al., (2018) also mentions that entrepreneurial personality is very much needed in the scope of competition, and has a direct effect on marketing performance. The survival of the company is determined by risk taking, innovation, and internal locus of control, because SMIs will gain an edge through strong market support. Innovation even plays the biggest role in influencing marketing performance (Haniff et al., 2016).

### 3.2 The role of marketing digitalization as a mediating variable on the effect of entrepreneurial personality on marketing performance

The results of the analysis show that the marketing digitization variable plays an important role as a quasi moderating influence of the entrepreneurial personality variable on marketing performance. The marketing digitization variable when interacting with the entrepreneurial personality variable is able to increase the influence of the entrepreneurial personality variable on marketing performance which is reflected in sales growth, customer growth, and customer satisfaction. Another role that digital marketing plays is as a predictor or determinant of the level of achievement of marketing performance. The relative impact due to the involvement of marketing digitalization as a moderator is important even though it is found to contribute weakly to marketing performance. This condition may be constrained by the limited resources owned by the company. The resources in question are; the low number of company assets, the small number of employees, the businesses are self-owned, most do not have a complete business license, and social media is relatively unpaid. The high level of education, experience of entrepreneurs and companies that can be utilized to adopt marketing digitalization technology, if it does not get adequate support from other resources, then business operations will be disrupted. The adoption of digitalization of marketing in reality requires investment of business capital in information technology and adequate human resources. A certain amount of money and human capital can show the company's ability to provide business operational capacity. A business license is also one of the absolute requirements of the regulator, if the business is to be developed, especially through digital marketing.

This research is supported by the results of research by Liesander & Dharmayanti (2017) that the implementation of marketing digitalization has a strong effect on intellectual capital and plays an important role in improving industrial organizational performance. Digital marketing according to Arifin et al., (2019) can increase customer growth by increasing the position of the website, so that it has an impact on traffic visits and sales of products/services. Febriyantoro & Arisandi (2018) also mention that digital marketing can make it easier for entrepreneurs to provide information, interact directly with consumers, expand market share, increase awareness, and increase sales. The findings of Limandono & Dharmayanti (2017) confirm that social media marketing acts as a moderating variable for event marketing with customer engagement. Where, the moderating effect of different variables according to Ahmed et al., (2019); Buchanan et al., (2018) will show a significant effect between exogenous and endogenous variables. Digital analysis produces data that can be used to determine the personal attitudes of entrepreneurs and organizations to process data and act on behavior to improve performance (Järvinen, 2016). The effect of digital marketing is significant directly and indirectly on marketing performance, if it is associated with intellectual capital, and all digital advertising media have a significant effect on the effectiveness of online media that creates brand sustainability for the fast moving consumer sector (Sidi & Yogatama, 2019; Hendrawan et al., 2019).

## 4. Conclusion and suggestion

Based on the objectives and results of data analysis, it can be concluded that the entrepreneurial personality has a significant influence on the marketing performance of small industries in Denpasar City. This means that the better the personality traits of industrial entrepreneurs, the higher the opportunity to improve their marketing performance. Digitalization of marketing plays an important role or strengthens the influence of entrepreneurial personality on the marketing performance of small industries in Denpasar City. The important role of digitalization of marketing is as quasi moderation (quasi-moderation). Where, in addition to interacting with entrepreneurial personalities as a moderator, marketing digitalization also plays a role as a predictor of small industry marketing performance in Denpasar City.

The advice that can be given is that producing more than the production target is considered the lowest by the respondents, to respond to this, small industries must be careful in setting targets and their advantages. Efforts that can be made are to study the behavior of the company's historical sales data to predict production needs for future demand. The company has special staff who can use individual customer information and prepare special personnel when doing online marketing is still considered less effective. Companies should set productivity targets for these workers, so that they are not too burdensome for the company. Target setting can be done by comparing the contribution made by the special personnel on marketing performance with the reward they receive.

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