

## STRATEGIES FOR DEVELOPING MSME BUSINESSES IN AN EFFORT TO IMPROVE PURCHASE DECISIONS IN MAMPANG VILLAGE

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**Abstract.** This study aims to determine whether the Strategy for Developing MSME Businesses in an Effort to Increase Purchasing Decisions in Mampang Village. The number of samples was 119 respondents, namely employees of PDAM Tirta Bina Labuhanbatu. This study uses validity tests, reliability tests, classical assumption tests, multiple linear regression tests, t tests, F tests, and coefficients of determination using SPSS 27. The study was conducted to examine how independent variables influence dependent variables and the percentage level of influence of research variables by distributing research questionnaires to respondents and conducting tests. The results showed that all independent variables influenced the dependent variable with all calculated t values > t table and significant values < 0.05 with an R Square level of 0.937 or 93.07%. This means that the results of the structural model test obtained an R-Square value in the high category.

**Keywords:** Digital marketing, product innovation, purchasing decisions

### I. INTRODUCTION

Medium enterprises are defined as productive economic businesses that operate independently, whether conducted by individuals or business entities that are not subsidiaries or branches of companies owned, controlled, or affiliated either directly or indirectly with micro, small, or large enterprises, as regulated under Law Number 20 of 2008 concerning Micro, Small, and Medium Enterprises (MSMEs) (Casa, 2023). This classification reflects the strategic positioning of medium enterprises within Indonesia's economic structure, particularly in supporting sustainable economic development and fostering inclusive growth.

Micro, Small, and Medium Enterprises (MSMEs) serve as the backbone of the people-based economy. Their role is highly significant in national economic development, as they contribute to job creation, provide broad economic services to society, and facilitate income distribution and poverty reduction. MSMEs also play a crucial role in maintaining economic stability and encouraging equitable development across regions. Empowerment of MSMEs is considered a strategic approach to improving the income levels of low-income communities by enhancing business capacity and managerial skills (Firdausya & Ompusunggu, 2023). Recent studies confirm that MSMEs significantly contribute to economic resilience, particularly during crises such as the COVID-19 pandemic (OECD, 2021; Nugroho et al., 2022).

The growth of MSMEs has spread across various regions in Indonesia, including South Labuhanbatu Regency (Labuhanbatu Selatan), located in North Sumatra Province.

The capital city of this regency is Kotapinang District, which consists of several villages, including Mampang Village. Due to its relatively remote location, MSMEs in Mampang Village face unique challenges in expanding their market reach and sustaining business growth. Geographic limitations often restrict access to broader markets, making it essential for local entrepreneurs to adopt innovative and adaptive business strategies (Suryani et al., 2023).

MSMEs are categorized based on assets, turnover, and number of employees, and they represent a vital component of the national economy due to their substantial contribution to Gross Domestic Product (GDP) and employment absorption. Despite operating with relatively simple capital and technology, MSMEs possess strong potential to promote economic equity and inclusive development. According to recent findings, digital transformation and innovation are key drivers in enhancing MSME competitiveness in the global market (Tambunan, 2022; Rahman et al., 2023).

In efforts to develop MSME businesses, entrepreneurs can leverage communication media through digital marketing strategies. Digital marketing is considered one of the most effective and efficient marketing techniques as it utilizes technological advancements to reach wider audiences. Platforms such as websites, blogs, and social media (e.g., Instagram, WhatsApp, and Line) enable businesses to communicate directly with potential customers (Astuti et al., 2023). Moreover, digital marketing allows firms to analyze consumer behavior, preferences, and loyalty through data-driven approaches (Az-Zahra & Sukmalengkawati, 2022). However, MSMEs in Mampang Village tend to underutilize

digital technologies, relying primarily on local marketing, which limits consumer growth and purchasing decisions. This finding aligns with recent research indicating that limited digital literacy remains a major barrier for rural MSMEs (Hapsari et al., 2022; Prasetyo et al., 2021).

Digital marketing encompasses the application of internet-based technologies integrated with traditional communication methods to achieve marketing objectives. It enables businesses to understand consumer profiles, behaviors, and values, while facilitating personalized communication and services (Zed et al., 2025). The effectiveness of digital marketing is reflected in several indicators, including social media usage, content marketing, strategy effectiveness, credibility, and informativeness (Az-Zahra & Sukmalengkawati, 2022). Studies show that effective digital marketing strategies significantly influence consumer engagement and purchasing decisions (Chaffey & Ellis-Chadwick, 2022; Lestari et al., 2023).

In addition to digital marketing, product innovation is another critical factor influencing consumer purchasing decisions. Product innovation involves creating new or improved products that meet consumer needs and preferences, thereby increasing purchase intention (Indrajaya et al., 2022). Continuous innovation is essential to maintain competitive advantage in dynamic market environments. Successful product innovation requires alignment between organizational processes and supportive environments (Reppi et al., 2021). Furthermore, innovation must be sustained rather than incidental to ensure long-term business growth (Hasibuan et al., 2022).

Product innovation also serves as a strategic tool to enhance product value and differentiate offerings in competitive markets. It includes improvements in product features, design, quality, variety, and specifications (Wijaya et al., 2019). Previous studies highlight that innovative products are more likely to attract consumer attention and reduce market saturation effects (Masturi et al., 2021; Kim & Mauborgne, 2020). Therefore, MSMEs must continuously innovate to remain relevant and competitive in both local and global markets.

Consumer purchasing decisions are a fundamental aspect of consumer behavior, involving the process by which individuals select, purchase, and use products or services to satisfy their needs and desires (Sari, 2021). This process begins with problem recognition and is influenced by both internal and external stimuli. Purchasing decisions involve evaluating multiple alternatives and selecting the most preferred option (Angela et al., 2020). Consumers typically develop preferences for specific brands and products before making final purchase decisions (Aghitsni & Busyra, 2022).

The indicators of purchasing decisions include attention, interest, action, satisfaction, and recommendation (Reppi et al., 2021). These stages reflect the consumer journey from awareness to post-purchase behavior. Recent research indicates that both digital marketing and product innovation significantly affect purchasing decisions by enhancing customer experience and perceived value (Kotler et al., 2021; Yusuf et al., 2023). Based on the identified problems, this study aims to examine the influence of digital marketing and product innovation on purchasing decisions among MSMEs

in Mampang Village. The proposed hypotheses are: H1: Digital marketing has a significant effect on purchasing decisions; H2: Product innovation has a significant effect on purchasing decisions.

## II. RESEARCH METHODS

Study This carried out on MSMEs in villages mampang with use method quantitative . According to (Sugiyono, 2020) population is a generalization area consisting of on objects that have quantity and characteristics certain conditions determined by researchers For studied and then withdrawn in conclusion .

Population in study This is consumer MSMEs in the village mampang, the number of which No known and can it is said in category No finite . According to (Sugiyono, 2020) , sample is part from amount characteristics possessed by the population said . The taking samples used in study This is *incidental sampling* . *incidental sampling* is technique determination sample based on coincidence , that is Who only those who as it happens meet with researchers can used as sample , if seen by people who happen to be found That suitable as data source .

Study This use non-probability sampling technique because population No known amount its members and with purposive sampling as technique determination the sample . Because the population member No known in a way Certain quantity , size sample taken into account with Cochran's formula (Sugiyono, 2020) :

$$n = z^2 p q e^2$$

$$n = 1.962(0.5)(0.5)(0.10)^2$$

$$n = 96.04$$

$$n = 96$$

Information

n = sample

z = innovation in normal curve for 5% deviation with value 1.96

p = probability correct 50% = 0.5

q = probability of being wrong 50% = 0.5

e = margin of error 10%

From the calculation above , the sample taken in study obtained of 96.04, then number the rounded to 96 respondents . Data in the study This collected with interviews , observations , and distribution questionnaire in a way directly given to consumer MSMEs village mampang , which then tested through a number of technique analysis

### Data analysis techniques

Methods used in study This namely , Modeling Equality Structural (Structural Equation Modelling) with using Partial Least Square (PLS) software. Structural Equation Modeling (SEM) is a group technique statistics that allow testing A series relative relationship complicated that is not can solved by the equation linear regression ( Statistical Test ). SEM can also be considered as combination from analysis regression and analysis factors . On the other hand , it is also called Path Analysis or Confirmatory Factor Analysis, because both of them is types special from SEMThe relationship can built between One or a number of variables dependent with One or a number of variables independent In SEM with Using PLS

there are 3 ( three ) activities in a way simultaneously , namely inspection validity and reliability instrument (confirmatory factor analysis), testing the relationship model between variables (path analysis), and obtain a suitable model For prediction ( structural model and analysis) regression ).

A modeling complete in its essence consists of from the measurement model and the structural model or causal model. Measurement model done For produce evaluation about validity and validity discriminant , while the structural model , namely modeling that describes hypothesized relationships . For do SEM data processing with more easy so in research This use statistical software assistance namely , Smart PLS. The purpose of use of Partial Least Square (PLS) namely For do prediction connection between construct . In the Partial Least Square (PLS) method , the technique analysis conducted is as following :

1. Outer model analysis
2. Inner Model Analysis
3. Analysis Hypothesis

**Technique Data analysis**

**Characteristics Respondents**

**Table 1. Overview of Respondent Characteristics**

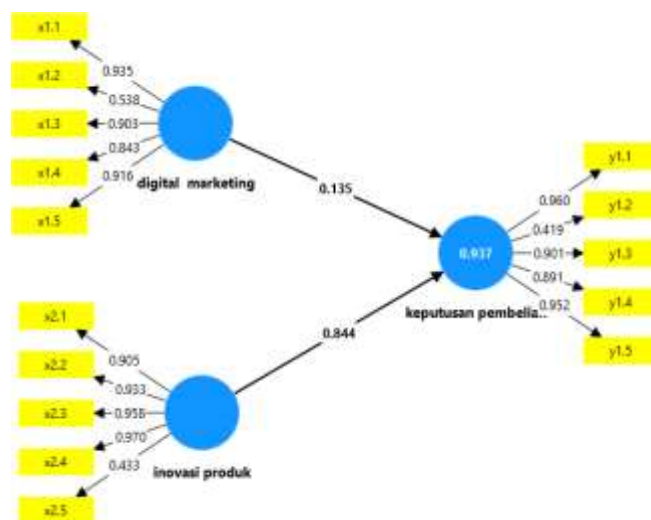
Characteristic	Category	Amount	Percentage (%)
<b>Gender</b>	Male	50	52.08
	Female	46	47.92
	<b>Total</b>	<b>96</b>	<b>100</b>
<b>Age</b>	< 20 years	71	73.96
	≥ 20 years	25	26.04
	<b>Total</b>	<b>96</b>	<b>100</b>
<b>Last Education</b>	Elementary School (SD)	-	-
	Junior High School	25	26.04
	Senior High School	46	47.91
	Bachelor Degree	25	26.04
	<b>Total</b>	<b>96</b>	<b>100</b>

Source: Primary Data (2026)

From the data above concluded that amount respondents most is man namely 50 people with level age not enough from 23 years that is as many as 56 people

**Analysis Outer Model**

At the stage For analyzing the model to meet outer model requirements are seen from convergent validity, discriminant validity and reliability . For knowing the convergent validity score can seen from correlation between item/ indicator score with the construction . Based on the image below This shows the outer convergent validity model can be accepted . Structural model in study This shown in the following figure This :



**Figure 1 outer Model**

**Outer Loading**

Outer Loading is a table that contains loading factors to show big mark correlation between indicator with variables latent. In test convergent validity can using outer loadings. A indicator can is said to meet the requirements for convergent validity in the good category, if produces outer loadings values greater than 0.7, but can still be It is said to be acceptable if the value is 0.5 to 0.6. The following are the outer values loadings from each indicator Which there is on variables study This:

**Table 2. Outer Loadings of Measurement Model**

Indicator	Digital Marketing	Product Innovation	Purchase Decision
x1.1	0.935	-	-
x1.2	0.638	-	-
x1.3	0.903	-	-
x1.4	0.843	-	-
x1.5	0.916	-	-
x2.1	-	0.905	-
x2.2	-	0.933	-
x2.3	-	0.958	-
x2.4	-	0.970	-
x2.5	-	0.433	-
y1.1	-	-	0.960
y1.2	-	-	0.419
y1.3	-	-	0.901
y1.4	-	-	0.891
y1.5	-	-	0.952

Source: SEM-PLS Analysis (2026)

Based on the table above , it is known For overall loading value of eacheach construct reflex own loading value > 0.5. Related Thus , the model stated has fulfil criteria *convergent validity* Good .

**Average Variance Extracted (AVE)**

Average Variance Extracted (AVE) is method For evaluate discriminant validity For every construct And variables latent. Discriminant validity can be done by comparing the square root of average variance values extracted (AVE) on each

variables in model. A model is stated to be good if the AVE value is greater than the correlation value. construction others. Base taking decision in study This, variables is declared good if it obtains an AVE value of not less than 0.5 (Abdillah, W. and Hartono, 2019) . The following results testing discriminant validity in study This:

**Table 3. Reliability and Convergent Validity of Constructs**

Variable	Cronbach's Alpha	Composite Reliability (pa)	Composite Reliability (pc)	Average Variance Extracted (AVE)
Digital Marketing	0.887	0.917	0.921	0.705
Product Innovation	0.900	0.950	0.933	0.747
Purchase Decision	0.888	0.943	0.924	0.722

Source: SEM-PLS Analysis (2026)

Based on the table above, it is known that for the digital marketing variable get mark AVE as big as 0.705, product innovation variables get mark AVE of 0.642 and purchase decision get mark AVE as big as 0.628. In this regard, it is known that each of them obtained an AVE value of more than 0.5 where indicator can explained more from 50% or more, so that model can done testing more carry on.

**Cross Loadings**

Cross loading is another method to determine discriminant validity, namely with see mark cross loadings, can predicted indicator in construct latent on block they more big its value in comparison with indicator in block other Which own mark most big on variables Which has formation compared to with variables Which other.

**Table 4. Cross loading**

	Digital Marketing	Innovation Product	Decision purchase
x1.1	0.935	0.752	0.750
x1.2	0.538	0.519	0.471
x1.3	0.903	0.827	0.849
x1.4	0.843	0.906	0.857
x1.5	0.916	0.744	0.777
x2.1	0.842	0.905	0.870
x2.2	0.769	0.933	0.863
x2.3	0.870	0.958	0.962
x2.4	0.905	0.970	0.938
x2.5	0.458	0.433	0.422
y1.1	0.862	0.946	0.960
y1.2	0.374	0.377	0.419
y1.3	0.742	0.826	0.901
y1.4	0.866	0.875	0.891
y1.5	0.866	0.940	0.952

Source : SEM-PLS, 202 6 .

Based on the table above, it is stated that indicators Which has been used in study This has own mark discriminant validity the good one.

**Reliability**

**1) Composite Reliability**

Following results testing composite reliability in research This :

**Table 6. Composite Reliability Results**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
digital marketing	0.887	0.917	0.921	0.705
innovation product	0.900	0.950	0.933	0.747
decision purchase	0.888	0.943	0.924	0.722

Source : SEM-PLS, 2026

Based on table on, known that variables digital marketing obtained a composite reliability value of 0.917, the product innovation variable get mark composite reliability as big as 0.950, purchasing decision variables get mark composite reliability as big as 0.943. In this regard, it can be it is known that each variable obtains a value greater than 0.60 so it is stated all variables can reliable.

**2) Cronbach Alpha**

Cronbach Alpha can interpreted as part Which used For test something mark reliability from indicators on something construct. This construct can be said to be reliable or has met Cronbach alpha if mark Cronbach's alpha > 0.7 (Abdillah, W. and Hartono, 2021)

**Table 7. Cronbach Alpha**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
digital marketing	0.887	0.917	0.921	0.705
innovation product	0.900	0.950	0.933	0.747
decision purchase	0.888	0.943	0.924	0.722

Source : SEM-PLS, 2026

Based on table in on the results that have been obtained, can concluded that mark all construct own reliability Which Already Good.

**Test Inner Model**

The inner model test in this study, namely R-square, is a value that shows how large the variable is. independent (exogenous) influence variables dependent (endogenous). Mark change R Square can used know influence from variables independent on the dependent variable. The following are the results of the R Square value in the study This:

**Table 8 R Square**

	R-square	R-square adjusted
decision purchase	0.937	0.936

Source : SEM-PLS, 202 6 .

Based on table in on , obtained mark R Square as big as 0.937 or 93.07%. This means results structural model testing obtained mark R-Square in category tall

**Bootstrapping (Test Hypothesis)**

Bootstrapping is a process in Smart PLS to evaluate level significance or probability from *direct effects*, *indirect effects*, and *total effects*. Bootstrapping aims For used as method sampling repetitive (*resampling*) with method change data from sample Which has obtained.

**Table 9. Path Coefficients (Bootstrapping Results)**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Digital marketing -> Purchasing decisions	0.779	0.794	0.072	10,819	0.000
Innovation product -> Purchase decision	0.885	0.889	0.034	26,283	0.000

Source : SEM-PLS, 2026.

Based on table in on, can explained as follows:

- Digital marketing variables obtained T-statistic value of 10.819 > 1.96 with mark P-value as big as 0,000. This means that digital marketing has an impact significant to buying decision, or H1 accepted.
- Variables innovation product get T-statistic value of 26.283 > 1.96 with mark P-value as big as 0,000. It means innovation product influential significant to buying decision, or H2 accepted.

**III. RESULTS AND DISCUSSION**

This study employed a quantitative approach to examine the influence of digital marketing and product innovation on purchasing decisions among MSME consumers in Mampang Village. The sampling technique used was incidental sampling, resulting in 96 respondents based on the Cochran formula (Sugiyono, 2020). Data were collected through questionnaires, observations, and interviews, and analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS). SEM-PLS is widely used due to its ability to analyze complex relationships between latent variables and test measurement as well as structural models simultaneously (Abdillah & Hartono, 2019).

Based on respondent characteristics, the majority of respondents were male (52.08%), while female respondents accounted for 47.92%. In terms of age, most respondents were under 20 years old (73.96%), indicating that the consumer base is dominated by younger individuals who are generally more adaptive to technological advancements. Regarding education level, the majority had a senior high school background (47.91%), followed by junior high school and bachelor's degree holders. This demographic profile suggests that young consumers play a significant role in MSME market

dynamics, particularly in adopting digital platforms (Nugroho et al., 2022; Rahman et al., 2023).

The outer model evaluation demonstrated that the measurement model met the criteria for convergent validity. Most outer loading values exceeded the threshold of 0.70, while several indicators with values between 0.50 and 0.60 were still considered acceptable (Abdillah & Hartono, 2019). For instance, indicators such as x1.1 (0.935) and x2.4 (0.970) showed strong correlations with their respective constructs. Although some indicators such as x2.5 (0.433) and y1.2 (0.419) were relatively low, the overall model remained acceptable. This finding aligns with previous studies indicating that slight deviations in loading values can still be tolerated in exploratory research contexts (Hair et al., 2021; Henseler et al., 2022).

Furthermore, the Average Variance Extracted (AVE) values for all constructs exceeded 0.50, confirming adequate convergent validity. Digital marketing obtained an AVE of 0.705, product innovation 0.747, and purchasing decision 0.722. These results indicate that each construct explains more than 50% of the variance of its indicators, which is considered satisfactory (Abdillah & Hartono, 2019). This finding is consistent with recent research emphasizing the importance of AVE in validating measurement models in SEM-PLS analysis (Sarstedt et al., 2021).

The discriminant validity test using cross-loadings also confirmed that each indicator loaded higher on its respective construct than on others. This demonstrates that the constructs are empirically distinct and measure different concepts. Establishing discriminant validity is essential to ensure that variables such as digital marketing, product innovation, and purchasing decisions are not overlapping conceptually (Henseler et al., 2022). Similar findings were reported by Lestari et al. (2023), who highlighted that strong discriminant validity strengthens the robustness of structural models.

Reliability testing showed that all constructs were highly reliable. Composite reliability values for digital marketing (0.917), product innovation (0.950), and purchasing decisions (0.943) exceeded the recommended threshold of 0.70. Similarly, Cronbach's alpha values for all variables were above 0.70, indicating internal consistency among indicators (Abdillah & Hartono, 2021). These findings are supported by Chaffey and Ellis-Chadwick (2022), who argue that reliable constructs are essential for producing valid and generalizable research outcomes.

The inner model evaluation revealed that the R-square value for purchasing decisions was 0.937, indicating that 93.7% of the variance in purchasing decisions can be explained by digital marketing and product innovation. This value falls into the "substantial" category, suggesting that the model has strong predictive power. According to Hair et al. (2021), an R-square value above 0.75 indicates a highly robust model. This result confirms that both independent variables play a dominant role in influencing consumer behavior in MSMEs.

Hypothesis testing using bootstrapping showed that digital marketing has a positive and significant effect on purchasing decisions (T-statistic = 10.819 > 1.96; p-value = 0.000). This finding supports H1 and indicates that effective digital marketing strategies can enhance consumer purchasing decisions. This result is consistent with previous studies by

Zed et al. (2025), which found that digital marketing significantly influences consumer behavior in the e-commerce era. Additionally, recent studies also confirm that digital engagement, social media interaction, and online content significantly affect consumer decision-making processes (Prasetyo et al., 2021; Yusuf et al., 2023).

Similarly, product innovation was found to have a positive and significant effect on purchasing decisions (T-statistic = 26.283 > 1.96; p-value = 0.000), supporting H2. This indicates that innovative products can attract consumer interest and reduce boredom, ultimately leading to purchase decisions. This finding aligns with Zahrani and Marlien (2023), who reported that product innovation significantly enhances consumer purchasing behavior. Furthermore, recent studies emphasize that continuous innovation is a key factor in maintaining competitiveness and increasing customer satisfaction (Hasibuan et al., 2022; Indrajaya et al., 2022; Irawan et al., 2026).

Overall, the findings of this study highlight the critical role of both digital marketing and product innovation in influencing purchasing decisions among MSME consumers. Digital marketing facilitates access to information and improves communication between businesses and consumers, while product innovation enhances product attractiveness and value. These results are consistent with contemporary marketing theories suggesting that technology adoption and innovation are key drivers of consumer behavior in modern markets (Kotler et al., 2021; Tambunan, 2022). Therefore, MSMEs in rural areas such as Mampang Village are encouraged to adopt digital strategies and continuously innovate to remain competitive in an increasingly digitalized economy.

#### IV. CONCLUSIONS

Based on the findings and discussion presented above, this study concludes that both proposed hypotheses are empirically supported. First, digital marketing has a positive and statistically significant effect on purchasing decisions, as evidenced by a T-statistic value of 10.819, which exceeds the critical threshold of 1.96, and a P-value of 0.000. This indicates that the implementation of effective digital marketing strategies—such as the use of social media, content marketing, and online communication platforms—plays a crucial role in influencing consumer behavior and encouraging purchasing decisions among MSME consumers in Mampang Village. Second, product innovation also demonstrates a positive and significant influence on purchasing decisions, with a T-statistic value of 26.283 and a P-value of 0.000, confirming that innovation is an even stronger determinant in shaping consumer preferences. This suggests that continuous improvements in product features, design, quality, and variety are essential to attract consumer interest and maintain competitiveness. Overall, these findings highlight that the integration of digital marketing and sustained product innovation is key to enhancing consumer purchasing decisions. Therefore, it is recommended that MSME actors place greater emphasis on optimizing digital marketing strategies while consistently developing innovative

products to meet evolving consumer needs, expand market reach, and ensure long-term business sustainability.

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