The Role of Competitive Advantage in Developing a Handicraft Market in the Context of a Regional Culture: The Case of Dowa Bag Customers in Sleman, D.I. Yogyakarta

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Yogyakarta is one of the cities that has traditional arts with a cultural background. Dowa Knitting Bag, a home business, is a combination of knitting yarn with leather sheets, which has a style that is adapted to a variety of yarn colours. This study aims to determine differences, products, quality, products to customer satisfaction through competitive advantage as an intervening variable. The samples used include 200 customers who use Dowa Knitted Bags. The model used in this study is a causality or relationship model or to test the proposed hypothesis. The research method uses the SEM (Structural Equation Model) model, which analyses the relationship between indicator variables and latent variables called the measurement equations, the equation of the relationship between the latent variables with each other. The results showed that outlets were needed in places that were preferred by the community to expand the market network. In addition to the style required by modern design models that are less varied, extra communication is needed to get loyal customers.

Keywords: *Product Differentiation, Product Innovation, Product Quality, Competitive Advantage, Customer Satisfaction*

Introduction

The process of regional autonomy requires harmony from the community itself to anticipate every problem that arises, especially being able to address challenges in the future. SMEs are

considered capable of mobilising business interests based on people's economy to be able to motivate to develop regional potential in welcoming the era of globalisation based on the Industrial Revolution 4.0.

The development of SMEs in Indonesia has a place in the Government and on the broader community, especially: (1) Reducing unemployment, especially young workers who have the potential to advance their region; (2) Empowering the people's economy/priority SMEs; (3) Encouraging investment levels in growing community income; (4) Poverty alleviation with populist-based products; (5) Increase regional economic growth; (6) Create jobs more quickly; and (7) Anticipate an increase in the wave of Women Workers, according to research by Mariana (2012).

Yogyakarta has traditional thoughts about a people's economy, generally empowering more local workers. It manifested in interactions with Indonesia with a cultural background, through home-based businesses on the scale of Small and Medium Enterprises/SMEs. A Knitting Bag is created with the modern Dowa brand, a combination of knitting yarn with leather sheets which has a style that is adjusted to the colour of a variety of yarns.

Dowa bag, which initially started as a hobby, is now one of the brands hunted by women from various parts of Indonesia. National artists have also launched the Dowa Bag brand in the women's fashion industry. Dowa originally produced knit bags, but then produced a variety of wallets, clutches, scarves, sandals, pins, laptop bags, cellphone bags and key chains in various models and colours to reach consumer demand better.

Demand for knitting bags from Dowa Bag has increased, for example, a foreign tourist then ordered 100 pieces of knitting bags to be marketed in his home country, Sweden. The enthusiasm gained turned out to exceed expectations. Several countries such as Japan, America and European began to be interested in the business as regular customers. In addition, other ASEAN countries are enthusiastic as the largest exporter of this knitted bag. In the European market, Dowa Bag works with The Read's brand, while in America cooperate with The Sak brand.

The main problem is the difficulty in getting permanent knitted human resources because the production process uses hand skills that require carefulness and perseverance. Young women in the village of Sidomoyo and the surrounding area are divided into busy working in Dowa and Gendhis as competitors whose products are widely scattered in Bali. As a result, orders from overseas buyers can not all be fulfilled on demand.

Such competition from fellow producers of Knitted Bags, customers want uniqueness as a differentiator and modern innovation with superior product quality. Furthermore, Kotler and

Keller (2016) pointed out that product differentiation can be successful if the product has product differentiation with continuous product innovation to get quality products that have a competitive advantage and can provide satisfaction to its customers.

Literature Review

The dynamics of the business environment results in changes in customer tastes and preferences. Furthermore, Kotler and Armstrong (2018) said that product differentiation could be successful if the product has an advantage where between product differentiation with continuous product innovation to get quality products that have competitive advantages and can provide satisfaction to its customers. Kotler and Keller (2016) adjusted in the form of prestige, technology, innovation, feature, service, and agent/dealer.

According to Goldenberg, Mazursky and Solomon (in Moreau, Lehmann and Markman, in Sutrasmawati, 2008), innovation comes from a change or omission of a product attribute or appearance on a particular product or also called a completely new product. Raw materials, machines, human resources are a series of tools that can be used as benchmarks in producing products. That can be superior companies, in accordance with the role of companies that want change in all fields through man, power, materials, machines (Kotler & Keller, 2016).

One way to win the competition is to innovate products. Furthermore, Sutrasmawati (2008) added that innovation means to find and satisfy consumers by providing new products. This is in line with research Forooz et al., (2013), which states that product innovation can provide customer satisfaction while binding on customers to remain loyal to the company that produces it. Sukarmen (2013) suggests that consumer satisfaction can innovate and compete with product advantages, whereas Sutrasmawati (2008) states that competitive advantage can be done with product competition (Innovation, Variation, and Differentiation).

By creating innovation, a product can have a strategic position in the market and a healthier life cycle. Kotler and Armstrong (2018) state that product quality can demonstrate products according to function, including overall through performance, conformance, features, reliability, esthetic, form, style, repairability. As well, the primary purpose of product innovation is to meet market demand so that Innovation product can be used as a competitive advantage for companies (Han et al., in Sukarmen 2013).

Competition must have a competitive advantage with its competitors. This is very important for companies to satisfy consumers to increase the number of consumers. Kotler and Armstrong (2018) state various activities carried out by companies in designing, producing, marketing, delivering and delivering support its products. Bharadwaj (2008) states that some

values different from the others, and not easy to be replaced will become an advantage of the company itself.

Competitive advantage at the highest managerial level is the level of strategic planning. Information systems can be used to change the direction a company can get its strategic advantages. At the level of management control (middle), managers can provide specifications on how the strategic plan will be implemented, thereby creating a tactical advantage. At the operational control level (lower), managers can use information technology in a variety of data collection and information creation that will ensure operational efficiency, thereby achieving operational excellence.

Kotler and Keller (2016) believe that customer satisfaction can be felt after customers compare their experiences in purchasing goods/services from sellers or suppliers of goods/services with the expectations of the buyers themselves. Marketers who want to excel in competition must undoubtedly pay attention to customer expectations and customer satisfaction. Kotler and Armstrong (2018) define customer satisfaction as a person's feelings of pleasure or disappointment arising from comparing the perceived performance of the product (or results) to their expectations. If performance fails to meet expectations, the customer will be dissatisfied.

Satisfied customers tend to be loyal, a desire to repeat good experiences and avoid bad experiences. Recommends can encourage positive word of mouth communication. Customers tend to use prices as a benchmark of customer satisfaction will provide input or suggestions so that their desires can be achieved (Kotler & Armstrong, 2018). This confirms that the three variables are very influential on consumer satisfaction directly through the variable competitive advantage as an intervening variable. This research is in line with those conducted by Sutrasmawati (2008) and Sukarmen (2013).

Research Methods

This research uses a survey approach. The survey approach was carried out through the distribution of questionnaires on pre-determined research samples relating to product differentiation, product innovation, product quality, competitive advantage and customer satisfaction. The population in this study is Dowa Knitting Bag customers with a total sample of 200 respondents. A snowball sampling is used. This research requires an analysis of data and interpretation that will be used to answer research questions to uncover certain social phenomena. So data analysis is the process of simplifying data into a form that is easier to read and interpret. The model used in this study is a model of causality or relationship or influence and to test the proposed hypothesis. The research method uses the SEM (Structural Equation Model) model that analyses the relationship between indicator variables and latent

variables called measurement equations, the relationship between latent variables. The calculation is done with the help of the Lisrel 8.8 program. The variable dimensions of product differentiation consist of 6 parameters, product innovation, four parameters, product quality, eight parameters, competitive advantage three parameters, customer satisfaction, five parameters. Based on the number of parameters of the studied variables are 26 parameters.

Results and Discussion

Validity and Reliability Test Results

To test the measuring instrument in the form of a questionnaire that is used has validity and reliability to measure what should be its measurement function first, the validity and reliability of the research measuring instrument are tested first. Validity testing uses product-moment correlation (index validity) where the statement item is declared valid if the correlation coefficient of the statement item $\geq$ 0.30 (Kaplan-Saccuzzo, 2013, p.140). Reliability testing uses the alpha-Cronbach method, and the results are declared reliable if the reliability coefficient is greater than 0.70. The results of the validity test indicate that the collected data is valid for measuring each of their variables so that it can be continued in the next analysis (Table 1). Then the reliability coefficient value of the five variables is also greater than 0.70, so it can be concluded that the questionnaire has the reliability to measure each variable.

Table 1: Results of Validity and Reliability of the Questionnaire

Statement Items	Validity Index	Coefficient Reliability	.	Statement Items	Validity Index	Coefficient Reliability
Product Differentiation				**Competitive Advantage**		
PD1	0.636	α=0,858		CA1	0.583	α = 0,729
PD2	0.667			CA2	0.573	
PD3	0.676			CA3	0.503	
PD4	0.638					
PD5	0.668					
PD6	0.605					
Product Innovation				**Customer satisfaction**		
PI1	0.624	α=0,816		CS1	0.715	α = 0,843
PI2	0.667			CS2	0.692	
PI3	0.679			CS3	0.645	
PI4	0.621			CS4	0.679	
				CS5	0.650	
Product quality						
PQ1	0.698	α = 0,891				
PQ2	0.651					
PQ3	0.692					
PQ4	0.659					
PQ5	0.650					
PQ6	0.650					
PQ7	0.703					
PQ8	0.656					

Descriptive Analysis of Respondent Response Results

Data description of the results of the response can be used to enrich the discussion, through the description of the data will be known how the condition of the variable being studied. Specifically, for the questionnaire results data, to make it easier to interpret respondent response data, categorisation of respondents' average scores was done. Categorising the average score of respondents' answers is useful to provide an overall picture of how Product Differentiation, Product Innovation, Competitive Advantage, and Customer Satisfaction. The categorisation of average scores is performed using the distribution of interquartile ranges (Cooper & Schindler, 2011). On questionnaire data, it is using a scale of 1 to 5, where the minimum value = 1; maximum value = 5; first quartile (Q1) = 2; second quartile (Q2) = 3; and third quartile (Q3) = 4. The average score Respondents' answers can be categorised well if it is between Q3 and the maximum value. It is sufficiently categorised if the average

answer score is between Q2 and Q3. It is categorised as less if the average answer score is between Q1 and Q2 and then categorised poorly if the average answer score is below Q1.

Table 2: Results of Average Values of Variable Scores

	Average	Total Score
Product Differentiation	3727	3.11
Product Innovation	3167	3.96
Product quality	6429	4.02
Competitive Advantage	2278	3.80
Customer satisfaction	3945	3.95

Hypothesis Test

To test the effect of Product Differentiation (X1), Product Innovation (X2) and Product Quality (X3) on Customer Satisfaction (Z) through Competitive Advantage (Y) quantitative analysis was done using structural equation modelling. There are two types of models that are formed in structural equation modelling, namely the measurement model and structural model. The measurement model explains the variable proportions of each manifest variable (indicator) which can be explained through latent variables. Through the measurement model, it will be known which indicator is more dominant in reflecting latent variables. The structural model examines the effect of the exogenous latent variable on the endogenous latent variable.

Model Suitability Test Results

The estimated model is tested for compatibility or the level of goodness before the model is accepted. Suitability test uses the Goodness of fit measures (GoF) model which can be seen in the table below.

Table 3: Test Results of the Goodness of Fit Structural Equation Model (SEM)

| GOF size	Estimated Results	Test results
Statistic Chi-Square (X^2)	329,60	Good Fit
P-Value	0,05017	Good Fit
CMIN/df (df = 289)	1,140	Good Fit
Goodness-of-fit Index(GFI)	0,886	Marginal fit
Root mean square error of approximation (RMSEA)	0,027	Good Fit
Expected cross-validation index (ECVI)	1,716	Good Fit
Non-Normed Fit Index (NNFI)	0,994	Good Fit
Normed Fit Index (NFI)	0,962	Good Fit
Incremental Fit Index (IFI)	0,995	Good Fit
Comparative Fit Index (CFI)	0,995	Good Fit
Parsimonious Normed Fit Index (PNFI)	0,855	Marginal fit
Standardised RMR	0,0451	Good Fit
Root Mean Square Residual (RMR)	0,0511	Good Fit

Source: Lisrel 8.7 (2020) data processing results

From Table 3, it can be seen that the results of the Goodness of Fit Structural Equation Model (SEM) are in good fit as required. The value of χ^2 (chi-square) is small, p-value> 0.05, CMIN / DF value < 2. The size of the RMSEA (0.027 <0.05), and the SRMR (0.0451 <0.080). In overall, it can be said that this research model has a good level of goodness of fit. The estimation results of the model can be accepted, meaning that the empirical model obtained is in accordance with the theoretical model.

Measurement Model

The measurement model explains the relationship between latent variables and manifest variables. In this study, there are five latent variables, with a total of 26 manifest variables. Product Differentiation latent variables consist of six manifest variables; latent variables Product Innovation consists of four manifest variables; latent variables Product Quality consists of eight manifest variables; latent variables Competitive Advantage consists of three manifest variables; and latent variables Customer Satisfaction consists of five manifest variables. The goodness of fit results concludes that the model is acceptable, meaning that the model obtained can be used to test the established research hypotheses. Using the robust maximum likelihood estimation method, a full model path diagram is obtained the effect of Product Differentiation and Product Innovation on Customer Satisfaction through Competitive Advantage, as shown in Figure 1 below.

Figure 1. Standardisation Coefficient of Structural Equation Modeling
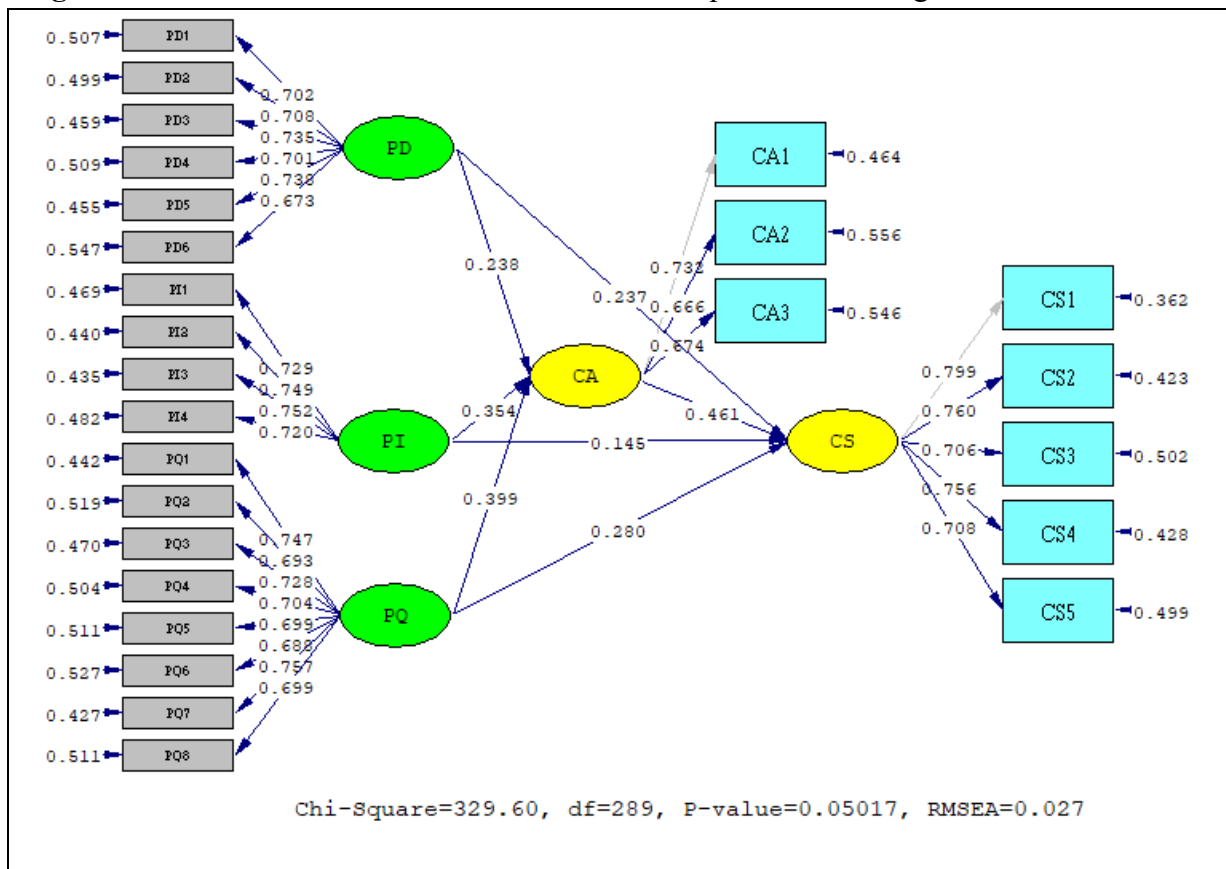
Based on Figure 1, it is known that the most dominant manifest (indicator) variable reflects Product Differentiation (PD), that is PD3 with the most significant factor weighting value, namely 0.738. So it can be said that the indicator is a parameter that becomes the primary consideration in reflecting Product Differentiation (PD). The most dominant manifest variable (indicator) reflects Product Innovation (PI), which is PI3 with the most significant factor weight value, which is 0.752. So it can be said that the indicator is a parameter that becomes the primary consideration in reflecting Product Innovation (PI). The most dominant manifest (indicator) variable reflects Product Quality (PQ), PQ7 with the most significant factor weight value, which is 0.757. So it can be said that the indicator is a parameter that becomes the main consideration in reflecting Product Quality (PQ). The most dominant manifest (indicator) variable reflects Competitive Advantage (CA), namely CA1, with the most significant factor weighting value, namely 0.732. So it can be said that the indicator is a parameter that becomes the main consideration in reflecting Competitive Advantage (CA). The most dominant manifest (indicator) variable indicates Customer Satisfaction (CS), namely CS1, with the largest factor weight value, namely 0.799. So it can be said that the indicator is a parameter that becomes the main consideration in reflecting Customer Satisfaction (CS). To find out whether the indicators used to measure Product Differentiation, Product Innovation, Product Quality, Competitive Advantage and Customer Satisfaction have

a high degree of conformity, then construct reliability and variance extracted calculations are performed. The results of the calculation of construct reliability and variance extracted for each latent variable can be seen in Table 4.

Table 4: Loading Factor (λ) and t test values in the Measurement Model, Construct Reliability (CR) and Variance Extracted (VE) of each Latent Variable

Latent Variable	Manifes Variable	Weight Factor	R^2	t-value	VE	CR
Product Differentiation (PD)	PD1	0.702	0.493	12,677	0.504	0.859
	PD2	0.708	0.501	13,999		
	PD3	0.735	0.541	15,112		
	PD4	0.701	0.491	13,995		
	PD5	0.738	0.545	13,756		
	PD6	0.673	0.453	12,219		
Product Innovation (PI)	PI1	0.729	0.531	12,711	0.544	0.827
	PI2	0.749	0.560	11,526		
	PI3	0.752	0.565	8,953		
	PI4	0.720	0.518	12,306		
Product Quality (PQ)	PQ1	0.747	0.558	12,484	0.511	0.893
	PQ2	0.693	0.481	13,135		
	PQ3	0.728	0.530	12,101		
	PQ4	0.704	0.496	12,261		
	PQ5	0.699	0.489	11,244		
	PQ6	0.688	0.473	9,468		
	PQ7	0.757	0.573	13,707		
	PQ8	0.699	0.489	11,568		
Competitive Advantage (CA)	CA1	0.732	0.536	11,064	0.511	0.733
	CA2	0.666	0.444	11,064		
	CA3	0.674	0.554	7,820		
Customer Satisfaction (CS)	CS1	0.799	0.638	10,513	0.557	0.863
	CS2	0.760	0.577	10,513		
	CS3	0.706	0.498	9,935		
	CS4	0.756	0.572	10,103		
	CS5	0.708	0.501	10,100		

The VE value of each construct has exceeded 0.5, and the CR value of each construct has exceeded 0.7, which means that all indicators have fulfilled good construct validity, and all constructs have been reliable. For latent variables of Product Differentiation, the extracted variance value of 0.504 indicates that on average, 50.4% of the information contained in each manifest variable can be represented through the latent variable of Product Differentiation. The value of construct reliability of latent variables Product Differentiation (0.859) is still greater than the recommended value of 0.70. For Product Innovation latent variables, the extracted variance value of 0.544 shows that 54.4% of the information contained in each manifest variable can be represented through the Product Innovation latent variable. Then the construct reliability value of the Product Innovation latent variable (0.827) is still greater than the recommended one, 0.70. For Product Quality latent variables, the extracted variance value of 0.511 indicates that 51.1% of the information contained in each manifest variable can be represented through the Product Quality latent variable. Then the construct reliability value of the latent variable Product Innovation (0.733) is still greater than the recommended one, which is 0.70. The Competitive Advantage latent variable has an extracted variance value of 0.511, indicating that on average, 51.1% of the information contained in each manifest variable can be represented through the Competitive Advantage latent variable. Then the construct reliability value of the latent variable Competitive Advantage (0.733) is greater than the recommended value of 0.70. For latent variables of Customer Satisfaction, the extracted variance value of 0.557 indicates that on average, 55.7% of the information contained in each manifest variable can be represented through the latent variable of Customer Satisfaction. Then the value of construct reliability of latent variables Customer Satisfaction (0.863) is still greater than the recommended one that is 0.70.

Structural Model

The structural model is a model that connects exogenous latent variables with endogenous latent variables. Structural model test results show that the model has fulfilled quite a lot of goodness of fit criteria of the research model, especially on the chi-square model value and the model probability has exceeded 0.05, this shows that the model has the same covariance matrix as the population covariance matrix, so the model has been used to test the research hypothesis.

Based on the results of data processing, the structural equation obtained will be tested as presented in the following table:

Table 5: Structural Equations Effect of Product Differentiation and Product Innovation on Customer Satisfaction through Competitive Advantage

Endogenous Constructs	Exogenous Constructs				R-square
	PD	**PI**	**PQ**	**CA**	
Competitive Advantage (CA)	0,238 (2,606)	0,354 (3,965)	0,399 (5,335)		0,601
Customer Satisfaction (CS)	0,237 (3,509)	0,145 (2,083)	0,280 (4,086)	0,461 (4,139)	0,859

Note: Numbers in parentheses are t-test statistical values.

Figure 2. Structural Equation Model

Chi-Square=329.60, df=289, P-value=0.05017, RMSEA=0.027
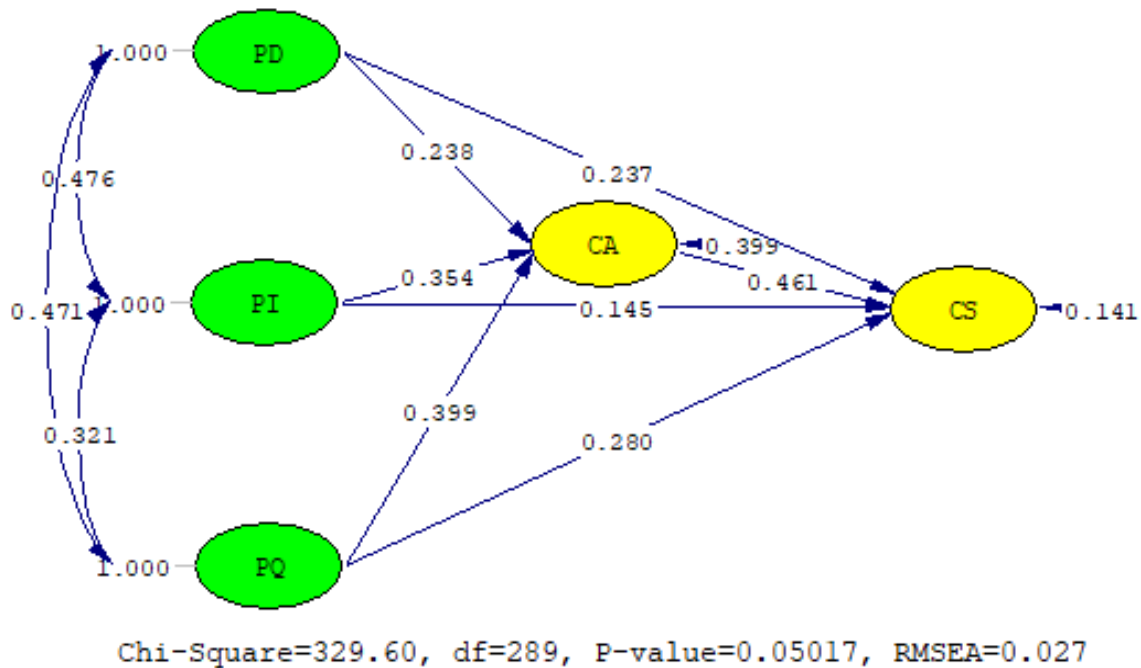
Through the R-square value, it can be seen that Product Differentiation, Product Innovation and Product Quality have an influence of 60.1% on Competitive Advantage. Product Differentiation, Product Innovation, and Product Quality through Competitive Advantage have an effect of 85.9% on Customer Satisfaction.

Influence Test (Hypothesis Testing)

Significance of Direct Effect Test Results

Furthermore, the results of the direct effect test for each variable can be seen in Table 6.

Table 6: Test the Significance of Direct Effects

	Coefficient of Effect (R)	R-square	T_{count}	$T_{critical}$	Conclusion
Product Differentiation (PD – CA)	0,238	0.057	2,606	1,960	Significant
Product Innovation (PI – CA)	0,354	0.125	3,965	1,960	Significant
Product Quality (PQ - CA)	0,399	0.159	5,335	1,960	Significant
Competitive Advantage (CA - CS)	0,461	0.213	4,139	1,960	Significant
Product Differentiation (PD – CS)	0,237	0.056	3,509	1,960	Significant
Product Innovation (PI – CS)	0,145	0.021	2,083	1,960	Significant
Product quality (PQ - CS)	0,280	0.078	4,086	1,960	Significant

The test results based on the data in table 6 show that Product Differentiation has an effect on Competitive Advantage (tcount value of Product Differentiation = 2.606 is greater than $t_{critical}$ 1.96), Product Innovation has an effect on Competitive Advantage (t count value of Product Innovation variable = 3.965 is greater than $t_{critical}$ 1.96), and Product Quality affects Competitive Advantage (t count variable Product Quality = 5.335 is greater than $t_{critical}$ 1.96).

Product Differentiation affects Customer Satisfaction (t_{count} of Product Differentiation variable = 3.509 is greater than $t_{critical}$ 1.96). Product Innovation affects Customer Satisfaction (t_{count} of Product Innovation variable = 2.083 is greater than $t_{critical}$ 1.96). Product Quality affects Customer Satisfaction (tcount value of the Product Quality variable = 4.086 greater than $t_{critical}$ 1.96). Competitive Advantage influences Customer Satisfaction (t_{count} value of Competitive Advantage variable = 4.139 is greater than $t_{critical}$ 1.96).

Furthermore, to prove whether Product Differentiation, Product Innovation and Product Quality affect Customer Satisfaction through Competitive Advantage, an indirect effect test is conducted to test the mediating effect of the Competitive Advantage variable.

The Results of Testing the Significance of the Indirect Effect

Table 7: Test of Significance of Indirect Effects

	Coefficient of Effect(R)	T_{count}	$T_{critical}$	Conclusion
Product Differentiation (PD – CA – CS)	0,110	2,028	1,960	Significant
Product Innovation (PI – CA – CS)	0,163	2,914	1,960	Significant
Product Quality (PQ – CA – CS)	0,184	3,591	1,960	Significant

Based on the data in table 7, the test results can be concluded that: Product Differentiation has an effect on Customer Satisfaction through Competitive Advantage ((t_{count} variable Product Differentiation = 2.028 is greater than $t_{critical}$ 1.96). Product Differentiation has an effect of 11.0% on Customer Satisfaction through Competitive Advantage. The test results concluded that Product Innovation Affects Customer Satisfaction through Competitive Advantage (t_{count} of Product Innovation variable = 2.914 greater than $t_{critical}$ 1.96). Product innovation has an effect of 16.3% on Customer Satisfaction through Competitive Advantage. The test results concluded that Product Quality has an effect on Customer Satisfaction through Competitive Advantage ((t_{count} of Product Quality variable = 3.591 is greater than $t_{critical}$ 1.96). Product Quality has an effect of 18.4% on Customer Satisfaction through Competitive Advantage.

Conclusions

Product differentiation prioritises more modern features combined with leather raw materials that have good quality viewed from varied colours. Meanwhile, to expand its marketing network, a limited agent in star hotels, Product innovation is not only material/raw material that has proven quality, but the machine is lacking compared to the amount of production, which is quite a lot. The quality of the products prioritises modern styles tailored to taste anticipating the monotonous shape of knitting bags. These three variables have an impact on customer satisfaction can satisfy with the exchange value. Sometimes the relationship is less smoothly established between the customer and the Dowa Knitting Bag company.

Suggestion

Establish an agent with several places frequented by the community, to facilitate customers looking for Dowa Knitting Bags under their wishes and purchasing power. Equipping the machinery needed to expedite the production process, let alone face such large orders from the European, Swedish, Japanese and American markets, plus supplies for the domestic market. A

monotonous form can be seen from customers who are increasingly selective in determining their choices.

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