

THE EFFECT OF SALES PROMOTION, PERSONAL SELLING, AND DIRECT MARKETING ON THE SALES GROWTH OF MSMEs: A STUDY OF MSMEs IN KENDARI CITY

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Abstract: This study aims to analyze the effect of sales promotion, personal selling, and direct marketing on the sales growth of Micro, Small, and Medium Enterprises (MSMEs) in Kendari City. The study used a quantitative approach with a survey method involving 380 MSME actors determined through the Krejcie and Morgan formula from a population of 42,211 business units, using a proportionate stratified sampling technique across eleven sub-districts. Data were analyzed using Partial Least Square-based Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS version 4.1.1.4. The results show that sales promotion, personal selling, and direct marketing each have a positive and significant effect on MSME sales growth. When ranked by the strength of their influence, direct marketing provides the highest direct effect (0.177), followed by personal selling (0.132), and sales promotion (0.096). These findings confirm that personal and direct promotional approaches are more effective in driving sales than short-term incentives, particularly among the people of Kendari City, who have a trading culture based on personal closeness. This study offers theoretical implications for the development of integrated marketing communication theory and practical implications for MSME actors in determining promotional strategy priorities.

Keywords: sales promotion; personal selling; direct marketing; sales growth; MSMEs; PLS-SEM.

1. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are one of the main pillars of the Indonesian economy. According to data from the Ministry of Cooperatives and SMEs of the Republic of Indonesia, the number of MSMEs in Indonesia has reached more than 66 million business units, contributing about 60.5 percent of the national Gross Domestic Product and absorbing 97 percent of the existing workforce. Despite this substantial role, most MSME actors still face obstacles in marketing and promoting their products. Many MSME actors actually have good products but do not yet know how to reach more buyers due to a lack of knowledge about appropriate promotional strategies.

The development of digital technology over the past decade has also changed the promotional landscape of MSMEs in Indonesia. Ula (2025) found that the use of digital channels such as marketplaces and social media was able to increase the number of daily orders for batik MSMEs, although implementation still faced obstacles related to admin responsiveness and suboptimal account management. Similar findings were presented by Nurhayati et al. (2023), who demonstrated that promotional activities contribute to MSME sales even though the proportion of influence is still overshadowed by factors outside of promotion, as well as Mirnasari and Yamin (2022), who showed that promotion plays a real role in boosting the sales volume of micro-scale MSMEs such as banana chip businesses. These three findings confirm that promotion remains an important lever for MSME sales, although its effectiveness greatly depends on the type and manner of its implementation.



In addition to incentive-based and digital promotion, personal approaches to selling have also proven relevant across various business contexts in Indonesia. Siregar and Natalia (2018) found that personal selling influences consumer purchasing decisions for electronic products, while Wahyuni (2017) demonstrated that personal selling and direct marketing approaches both drive purchasing decisions in the financing services sector. Rohaeni (2016) added that promotion through consistently applied personal selling impacts the increase in hospitality service sales volume, and Artini et al. (2021) showed that personal selling, together with brand image and price, contributes significantly to increased product sales. This variation in research contexts indicates that the strength of personal selling's influence may differ depending on the business sector, making it important to test this within the MSME context in the Eastern Indonesia region to enrich the existing empirical evidence.

Kendari City, as the capital of Southeast Sulawesi Province, is one of the fairly rapidly growing MSME centers in the Eastern Indonesia region. According to data from the Kendari City Trade, Cooperatives, and SMEs Office, the number of MSMEs in this city continues to increase year by year, reaching 42,211 business units in 2024. In practice, MSME actors in Kendari use various promotional methods, ranging from short-term incentives such as discounts and product bonuses, personal approaches through direct interaction with customers, to direct communication via WhatsApp and social media. However, not many yet understand which promotional method is actually most effective in driving their sales.

Previous research relevant to this topic still has limitations. Gunawan and Suardika (2020) demonstrated that the promotion mix as a whole influences sales in a single-company case study, without testing the contribution of each promotional element separately. Trisnawati and Nugraha (2024) examined the effect of direct marketing and personal selling on purchasing decisions, but in the context of medical devices, not MSMEs. Similarly, the studies by Siregar and Natalia (2018) and Wahyuni (2017) tested personal selling and direct marketing in the electronics and financing sectors, while Nurhayati et al. (2023) and Mirnasari and Yamin (2022) tested promotion in general on MSMEs without separating the simultaneous contributions of sales promotion, personal selling, and direct marketing. In other words, there remains a research gap that specifically tests and compares the strength of the influence of sales promotion, personal selling, and direct marketing on MSME sales growth, particularly among MSMEs in the Eastern Indonesia region.

Based on the above description, this study aims to analyze the effect of sales promotion, personal selling, and direct marketing on the sales growth of MSMEs in Kendari City. This research is expected to provide a theoretical contribution to the development of Integrated Marketing Communication theory, as well as a practical contribution for MSME actors in determining the priority scale of the most effective promotional strategies to implement, while also complementing the empirical evidence regarding the effectiveness of promotion mix elements among MSMEs in the Eastern Indonesia region, which has its own distinctive socio-cultural trading characteristics.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Promotion Mix

Kotler and Keller (2016) define the promotion mix as a combination of marketing communication tools used by companies to inform, persuade, and remind consumers about the company's products and brands. Assauri (2014) adds that the promotion mix is the best combination of strategies from advertising, personal selling, sales promotion, and publicity, all planned to achieve sales program objectives. Morissan (2010) adds that the promotion mix functions not only to increase sales in the short term, but also to build long-term relationships with consumers, so that business actors need to select forms of promotion that suit consumer characteristics and market conditions. Tjiptono and Diana (2016) assert that the effectiveness of the promotion mix is greatly determined by the consistency of messages across promotional elements (integrated marketing communication), so that consumers receive a consistent message from various marketing communication channels. In the context of MSMEs, the promotion mix becomes a highly important strategy because limited capital and marketing resources require business actors to choose forms of promotion that are effective yet efficient. This study focuses on three elements of the promotion mix: sales promotion, personal selling, and direct marketing.

Sales Promotion

Sales promotion is a short-term incentive given to encourage faster or larger-volume product purchases, for example through price discounts, coupons, free gifts, and point or reward programs (Kotler & Keller, 2016). Shimp (2007) explains that sales promotion has the ability to create a quick purchasing response because consumers feel they are gaining an additional benefit, but is less effective in building long-term loyalty due to its temporary nature. Assauri

(2014) reminds us that, in practice, sales promotion needs to be combined with personal or digital approaches so that its impact on sales is not merely momentary.

Personal Selling

Personal selling is a direct presentation carried out by a salesperson to a prospective consumer in order to generate sales while also building a long-term relationship through two-way communication (Kotler & Keller, 2016). The stages of personal selling include approach, product presentation, handling objections, closing, and post-purchase follow-up. The success of personal selling greatly depends on the communication and persuasive abilities of the business actor themselves.

Several empirical studies support the role of personal selling in sales performance. Siregar and Natalia (2018) demonstrated that personal selling influences consumer purchasing decisions for electronic products. Wahyuni (2017) found that personal selling carried out through direct approaches to consumers also drives purchasing decisions at vehicle financing companies. Rohaeni (2016) showed that personal selling carried out consistently and with proper training impacts the increase in hospitality service sales volume, while Artini et al. (2021) demonstrated that personal selling, together with brand image and price, significantly affects increased product sales.

Direct Marketing

Direct marketing is an interactive marketing system that builds direct and personal communication with customers without intermediaries, so that promotional messages can be received by consumers more quickly and in a manner better suited to their needs (Morissan, 2010). Direct marketing has developed rapidly through WhatsApp, email, and social media, allowing business actors to reach customers at any time (Kotler & Keller, 2016). Widyastuti (2017) explains that direct marketing not only functions to increase sales, but also to build long-term relationships with customers through ongoing communication.

A number of studies on Indonesian MSMEs further confirm the role of digital-based direct marketing channels. Ula (2025) found that the use of WhatsApp, social media, and marketplaces helped batik MSMEs increase their number of daily orders. Nurhayati et al. (2023) and Mirnasari and Yamin (2022) also demonstrated that promotional activities that reach consumers directly contribute to increased sales among micro-scale MSMEs. These findings reinforce the relevance of direct marketing as an accessible and low-cost promotional channel for MSME actors.

Sales Growth

Sales growth is the dependent variable in this study, namely the condition of an increase in the quantity or value of sales transactions over a given period as a result of marketing activities carried out by business actors (Kotler & Keller, 2016). The more effective the promotional strategy applied, the greater the likelihood that MSME actors will experience sales growth.

Previous Research

To clarify the position of this study among previous studies, Table 3 summarizes a number of relevant studies along with their main findings.

TABLE 3. SUMMARY OF PREVIOUS RESEARCH

Researcher (Year)	Research Focus	Main Findings
Gunawan & Suardika (2020)	Effect of promotion mix on sales level (PT. Kampung Coklat, Blitar)	Promotion mix as a whole has a positive effect, without testing the contribution of each element separately
Trisnawati & Nugraha (2024)	Effect of direct marketing, personal selling, and digital marketing on purchasing decisions for medical devices	Direct marketing and personal selling influence consumer purchasing decisions
Siregar & Natalia (2018)	Effect of brand and personal selling on purchasing decisions for DVD player products	Personal selling proven to influence consumer purchasing decisions

Researcher (Year)	Research Focus	Main Findings
Wahyuni (2017)	Effect of personal selling and direct marketing on purchasing decisions (ACC Bandung)	Direct marketing through consumer approach influences purchasing decisions
Rohaeni (2016)	Role of promotion through personal selling on sales volume (Hotel Ririn Bogor)	Effective personal selling impacts increased sales volume
Artini et al. (2021)	Effect of brand image, price, and personal selling on increased product sales	All three variables significantly affect increased sales
Nurhayati et al. (2023)	Effect of promotion on S3Shop MSME sales	Promotion affects MSME sales; other factors also contribute
Mirnasari & Yamin (2022)	Effect of promotion on increased sales volume of banana chip MSMEs	Promotion contributes to increased sales volume of micro MSMEs
Ula (2025)	Effect of digital marketing on batik MSME sales	Digital marketing increases MSMEs' daily order volume

Based on Table 3, it appears that previous studies generally tested promotion mix elements separately or in non-MSME contexts, so this study seeks to fill that gap by testing and comparing three promotional elements simultaneously in the context of MSMEs in Kendari City.

Hypothesis Development

Sales promotion, as a short-term incentive, is believed to be able to encourage MSME consumers to make purchases in the near term (Kotler & Keller, 2016; Shimp, 2007). The findings of Nurhayati et al. (2023) and Mirnasari and Yamin (2022) on Indonesian MSMEs further confirm that promotional activities contribute to sales growth. Based on this, the following hypothesis is formulated.

H1: Sales promotion has a positive and significant effect on the sales growth of MSMEs in Kendari City.

Personal selling, which involves two-way communication between business actors and consumers, is believed to be able to build trust while also driving purchasing decisions (Kotler & Keller, 2016). Siregar and Natalia (2018), Wahyuni (2017), Rohaeni (2016), and Artini et al. (2021) have consistently demonstrated the positive effect of personal selling on sales across various business contexts. Based on this, the following hypothesis is formulated.

H2: *Personal selling* has a positive and significant effect on the sales growth of MSMEs in Kendari City.

Direct marketing, which utilizes digital channels, is considered capable of reaching consumers in a more personal and cost-efficient way, making it relevant for MSMEs with limited resources (Morissan, 2010; Widyastuti, 2017). Trisnawati and Nugraha (2024), Ula (2025), Nurhayati et al. (2023), and Mirnasari and Yamin (2022) show that direct marketing approaches contribute to both purchasing decisions and sales. Based on this, the following hypothesis is formulated.

H3: *Direct marketing* has a positive and significant effect on the sales growth of MSMEs in Kendari City.

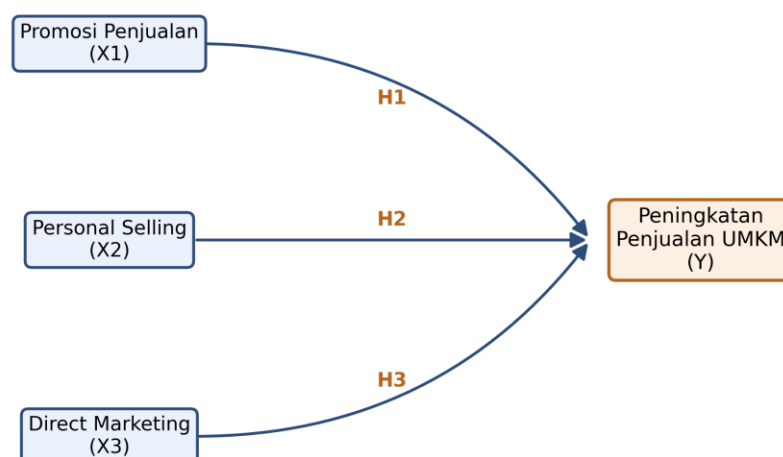


FIGURE 1. CONCEPTUAL RESEARCH FRAMEWORK

Source: Processed by the researcher (2025)

3. RESEARCH METHOD

This study uses a positivist paradigm with a quantitative approach and survey method (Sugiyono, 2018; Riduwan, 2004). The research population consists of all MSMEs in Kendari City that have implemented a promotion mix strategy in their marketing, with a total population of 42,211 business units. The sample size was determined using the Krejcie and Morgan (1970) formula at a 95 percent confidence level and a 5 percent margin of error, yielding a sample of 380 MSMEs. Sampling was conducted using proportionate stratified sampling based on the distribution of MSMEs across eleven sub-districts in Kendari City, with respondents in each sub-district selected using an accidental sampling approach in the field.

Operational Definition of Variables

The research variables were operationalized based on the theoretical concepts described in the literature review. Table 4 presents the operational definitions and indicators for each variable.

TABLE 4. OPERATIONAL DEFINITIONS OF VARIABLES

Variable	Definition	Indicators	Source
Sales Promotion (X1)	Short-term incentive encouraging purchases in greater quantity and within a shorter time	Price discounts, coupons, free gifts, point/reward programs	Kotler & Keller (2016); Shimp (2007)
Personal Selling (X2)	Direct presentation by a salesperson to a prospective consumer through two-way communication	Approach, product presentation, handling objections, closing, follow-up	Kotler & Keller (2016); Assauri (2014)
Direct Marketing (X3)	Interactive marketing system building direct communication without intermediaries	Messages via WhatsApp/email/social media, response speed, message personalization	Morissan (2010); Widyastuti (2017)

Variable	Definition	Indicators	Source
Sales Growth (Y)	Increase in the quantity/value of sales transactions over a given period	Sales volume, transaction frequency, transaction value	Kotler & Keller (2016)

Instrument and Data Collection Technique

Data were collected through a five-point Likert-scale questionnaire distributed directly to respondents between April and June 2025. Before being used on the full sample, the instrument was first piloted with a small number of respondents to ensure the clarity of language and the suitability of indicators to the MSME context. The research variables consist of three independent variables, sales promotion, personal selling, and direct marketing and one dependent variable, sales growth. Each respondent was given an explanation of the study's purpose and data confidentiality (informed consent) before completing the questionnaire.

Data Analysis Technique

Data were analyzed using Partial Least Square-based Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software version 4.1.1.4, following the two-stage procedure recommended by Ghazali and Latan (2015) and Hair et al. (2021). The first stage is the evaluation of the measurement model (outer model), which includes convergent validity testing through outer loading values above 0.70 and Average Variance Extracted (AVE) above 0.50, discriminant validity testing through the Fornell-Larcker criterion and Heterotrait-Monotrait Ratio (HTMT) values below 0.90, as well as construct reliability testing through Cronbach's Alpha and Composite Reliability values above 0.70. The second stage is the evaluation of the structural model (inner model), which includes the coefficient of determination (R-Square), predictive relevance (Q-Square), effect size (f-Square), and hypothesis testing through a bootstrapping procedure of 5,000 subsamples at a 5 percent significance level, where a hypothesis is considered supported if the T-Statistics value is greater than 1.96 or the P-Value is less than 0.05 (Hair et al., 2021).

4. RESULTS AND DISCUSSION

Measurement Model Evaluation (Outer Model)

The convergent validity test results show that all indicators for each construct have outer loading values above 0.70 and Average Variance Extracted values above 0.50, so all indicators are declared valid. The reliability test results also show that all constructs have Cronbach's Alpha and Composite Reliability values above 0.70, so the research instrument is declared reliable. A summary of the test results is presented in Table 1.

TABLE 1. RESULTS OF CONVERGENT VALIDITY AND CONSTRUCT RELIABILITY TESTS

Variable	Number of Items	Outer Loading Range	AVE	Cronbach's Alpha	Composite Reliability
Sales Promotion (X1)	6	0.831–0.861	0.721	0.923	0.939
Personal Selling (X2)	8	0.824–0.854	0.696	0.937	0.948
Direct Marketing (X3)	5	0.831–0.858	0.716	0.831	0.899
Sales Growth (Y)	2	0.997	0.993	0.993	0.997

Source: Processed by the researcher (2025)

Structural Model Evaluation (Inner Model)

The estimated PLS-SEM structural model for the three direct-effect paths of sales promotion, personal selling, and direct marketing on sales growth is presented in Figure 2.

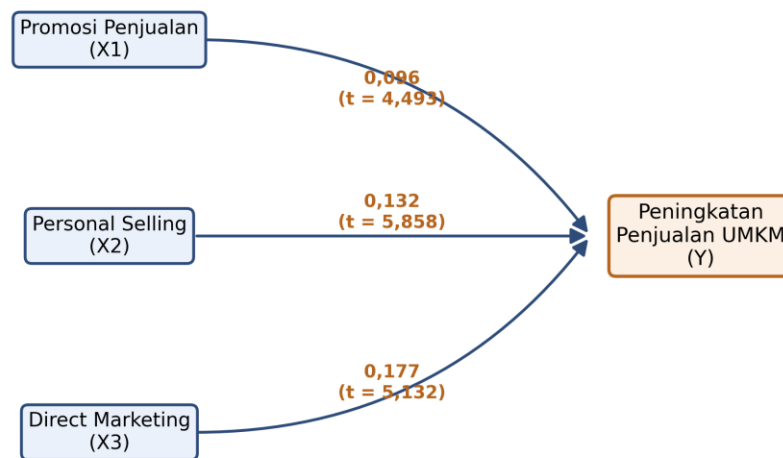


FIGURE 2. STRUCTURAL MODEL (PATH COEFFICIENTS) FROM PLS-SEM RESULTS

Source: Processed by the researcher (2025)

Hypothesis Testing

Hypothesis testing was carried out through a bootstrapping procedure at a 5 percent significance level. The test results are presented in Table 2.

TABLE 2. BOOTSTRAPPING PATH COEFFICIENT RESULTS

Path	Coefficient (O)	T-Statistics	P-Values	Remark
Sales Promotion → Sales Growth	0.096	4.493	0.000	Significant (H1 supported)
Personal Selling → Sales Growth	0.132	5.858	0.000	Significant (H2 supported)
Direct Marketing → Sales Growth	0.177	5.132	0.000	Significant (H3 supported)

Source: Processed by the researcher (2025)

All three hypotheses in this study were statistically confirmed at the 5 percent significance level, indicating that sales promotion, personal selling, and direct marketing each have a positive and significant effect on the sales growth of MSMEs in Kendari City.

Discussion

The test results show that all three promotional methods are equally able to drive sales, albeit with differing strengths. Ranked from the largest to the smallest effect, direct marketing ranks first, personal selling ranks second, and sales promotion ranks third.

The Effect of Direct Marketing on Sales Growth

Direct marketing has the highest effect compared to sales promotion and personal selling because, as explained by Morissan (2010), direct marketing is a marketing system that builds direct and personal communication with customers without intermediaries, so that messages can be received by consumers more quickly and in a way that

better fits their needs. Kotler and Keller (2016) also explain that direct marketing has developed rapidly through WhatsApp, email, and social media, allowing business actors to reach customers at any time without intermediaries. Because of this personal nature, direct marketing messages feel closer and more convincing to consumers compared to other forms of promotion. Widyastuti (2017) adds that direct marketing is not just about making a single sale, but about building a long-term relationship through continuous communication, so customers feel cared for on an ongoing basis, not only when an offer is made.

Kendari City is inhabited by communities with a strong trading culture, such as the Bugis, Buton, and Tolaki peoples, who have long been accustomed to transacting by prioritizing personal closeness and mutual trust, rather than merely cold and formal buying-and-selling transactions. For communities with this kind of culture, direct greetings, offers that feel personal, and special attention from the seller are far more meaningful than generic advertising or promotion. Direct marketing essentially transfers this personal trading habit into digital form, making it feel natural and easily accepted by Kendari consumers.

This finding is in line with the results of Ula's (2025) research on batik MSMEs in Pekalongan, which showed that the use of digital channels such as WhatsApp, social media, and marketplaces genuinely increases the number of daily orders for a business. Similarly, Nurhayati et al. (2023) and Mirnasari and Yamin (2022) demonstrated that promotional activities that reach consumers directly contribute to increased sales among micro-scale MSMEs. This similarity in pattern indicates that, regardless of product type or MSME location, direct and personal marketing approaches tend to have a stronger impact than mass, untargeted promotion. However, these findings differ slightly from those of Trisnawati and Nugraha (2024), who found that personal selling was in fact slightly more dominant than direct marketing in the context of medical device sales a reasonable difference given that health products generally require in-depth technical explanation that is more effectively delivered face-to-face than through digital messages.

The Effect of Personal Selling on Sales Growth

Personal selling ranks second because, although it is also direct in nature, personal selling heavily depends on the speaking and persuasive abilities of the business actor themselves, from the stages of approaching the customer, explaining the product, handling objections, and driving the decision, to following up after purchase. Not all MSME actors in Kendari have well-trained selling skills, especially since many run their businesses alone without dedicated salespeople, so the results have not been as optimal as direct marketing, which can be carried out in a more structured manner through pre-prepared digital messages.

This condition differs somewhat from the findings of Siregar and Natalia (2018) and Rohaeni (2016), which showed personal selling as the main determinant of purchasing decisions in the context of electronic products and hospitality services. This difference is thought to occur because, in those sectors, face-to-face interaction with trained salespeople is an inseparable part of the transaction process, whereas among Kendari MSMEs, mostly run by micro-business actors without dedicated salespeople, the effectiveness of personal selling depends heavily on the capacity of the individual business owner. In line with this, Wahyuni (2017) and Artini et al. (2021) assert that the effectiveness of personal selling is greatly determined by the communication skills and product knowledge of the seller, making selling-skills training an urgent need for MSME actors so that the potential of personal selling can be optimized.

The Effect of Sales Promotion on Sales Growth

Sales promotion has the smallest direct effect on sales. This does not mean sales promotion is unimportant, since according to Kotler and Keller (2016), sales promotion is indeed designed as a short-term incentive, such as discounts or product bonuses, aimed at driving quick purchases. Precisely because of this short-term nature, according to Shimp (2007), its impact on actual purchasing decisions tends to be weaker than promotional methods that are more sustained in nature, since once a promotional program ends, consumers tend to quickly forget and do not automatically make repeat purchases.

This pattern is consistent with the view of Nurhayati et al. (2023), who found that promotion contributes to MSME sales, but with a non-dominant proportion, since other factors such as product quality and service also influence consumer decisions. Assauri (2014) further reminds us that sales promotion should ideally be combined with other promotion mix elements so that its impact on sales is not merely momentary and easily forgotten by consumers once the incentive program ends.

In line with the Integrated Marketing Communication theory of Kotler and Keller (2016), which explains that the consumer must be at the center of marketing communication and that the most effective message is one designed based on the needs and characteristics of consumers personally, rather than a generic message intended for everyone,

direct marketing is the closest to this principle because it is truly tailored to each prospective buyer. This result is also in line with the research of Gunawan and Suardika (2020), who found that the promotion mix as a whole has a positive and significant effect on sales, where a combination of various forms of promotion carried out in an integrated manner has been shown to expand market reach. Research by Trisnawati and Nugraha (2024) at PT Satria Kencana Medika Bekasi also showed similar results, namely that direct marketing and personal selling both influence consumer purchasing decisions, with direct approaches proven to increase consumer interest. Methodologically, these results also confirm the reliability of the PLS-SEM approach as recommended by Ghazali and Latan (2015) and Hair et al. (2021) in disentangling the simultaneous effect of several latent variables on a dependent variable in social science and business research.

Theoretical Implications

Theoretically, the findings of this study reinforce Integrated Marketing Communication theory (Kotler & Keller, 2016; Tjiptono & Diana, 2016), which emphasizes the importance of the integration and personalization of marketing messages. This study also enriches the promotion mix literature (Assauri, 2014; Morissan, 2010) by presenting new empirical evidence from the MSME context in the Eastern Indonesia region, which has trading-culture characteristics based on personal closeness, a context that has relatively rarely been addressed in previous promotion mix studies, which have more often focused on large companies (Gunawan & Suardika, 2020) or non-MSME sectors (Trisnawati & Nugraha, 2024; Siregar & Natalia, 2018).

Practical Implications

Practically, this study suggests that MSME actors in Kendari City prioritize the allocation of marketing resources toward direct marketing activities, for example by optimizing the use of WhatsApp Business, digital catalogs, and social media to build personal and ongoing communication with customers. On the other hand, relevant government agencies and MSME associations are advised to regularly organize personal-selling skills training so that business actors, especially those who run their businesses alone without dedicated salespeople, have the ability to approach, present to, and follow up with prospective buyers more effectively (Wahyuni, 2017; Artini et al., 2021). Sales promotion in the form of discounts and bonuses can still be used as an initial trigger of interest, but should ideally be combined with personal and digital approaches so that its impact on sales is more sustained (Assauri, 2014; Shimp, 2007).

5. CONCLUSION

This study demonstrates that sales promotion, personal selling, and direct marketing have a positive and significant effect on the sales growth of MSMEs in Kendari City, with direct marketing as the element providing the greatest influence, followed by personal selling, and then sales promotion. These findings provide a theoretical contribution to the development of integrated marketing communication theory in the MSME context, as well as a practical contribution suggesting that MSME actors in Kendari City should prioritize personal and direct promotional approaches, without neglecting the role of sales promotion as a driver of short-term purchases. This study also confirms that MSME success in increasing sales does not depend solely on one form of promotion, but rather on a strategic combination of sales promotion, personal selling, and direct marketing tailored to consumer characteristics and local trading culture.

Limitations and Suggestions for Future Research

This study has several limitations, including its geographic scope, which is limited to MSMEs in Kendari City, so generalization of the results to other regional contexts should be done with caution, as well as its use of a cross-sectional research design, which does not capture the dynamics of change in MSME promotional behavior over time. In addition, this study only tests the direct effect of the three promotion mix elements without involving mediating or moderating variables, such as customer satisfaction or trust, which could potentially strengthen or weaken the relationships between variables (Ghozali & Latan, 2015). Future research is encouraged to broaden the geographic scope of the study, use a longitudinal design, consider the role of media use and big data utilization, and compare across MSME sectors (culinary, crafts, services) to examine whether the strength of the influence of the three promotional elements remains consistent across different types of businesses, as suggested by the variation in findings between Nurhayati et al. (2023) and Mirnasari and Yamin (2022).

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