ISSN : 2961-9351(Print)
2961-8975 (Online)

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JMRIB

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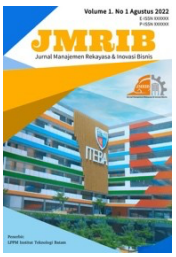

Does Marketing Capability mediate the Relationship between Entrepreneurial Orientation and SME Performance?

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Informasi Artikel

Riwayat Artikel :

Received : 21 – February – 2025
Revised : 25 – February – 2025
Accepted : 251 – February – 2025

Keywords:
Entrepreneurial Orientation
Marketing capabilities;
SMEs performan;

Abstract

This study aims to analyze the role of marketing capabilities and entrepreneurial orientation dimensions in SME performance in Padang. The population consists of all SME leaders or owners in the city. Using non-probability accidental sampling, 152 samples were collected. The research employs SEM-PLS for analysis. Results indicate that entrepreneurial orientation dimensions positively and significantly influence marketing capability and SME performance. Additionally, marketing capability significantly impacts SME performance and mediates the relationship between entrepreneurial orientation and performance. Managerial implications are discussed further.

Abstrak

Penelitian ini bertujuan untuk menganalisis peran kemampuan pemasaran dan dimensi orientasi kewirausahaan dalam kinerja UKM di Padang. Penduduknya terdiri dari semua pemimpin atau pemilik UKM di kota. Dengan menggunakan pengambilan sampel yang tidak disengaja non-probabilitas, 152 sampel dikumpulkan. Penelitian ini menggunakan SEM-PLS untuk analisis. Hasil penelitian menunjukkan bahwa dimensi orientasi kewirausahaan secara positif dan signifikan mempengaruhi kemampuan pemasaran dan kinerja UKM. Selain itu, kemampuan pemasaran secara signifikan memengaruhi kinerja UKM dan memediasi hubungan antara orientasi kewirausahaan dan kinerja. Implikasi manajerial dibahas lebih lanjut.

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https://doi.org/10.62375/jmrib.v3i2.556

ISSN : 2961-9351(Print)
2961-8975 (Online)

1. Introduction

According to the Central Bureau of Statistics (2022), SMEs in Padang City have grown to 2.5 million business units. This, of course, contributes to driving the economic growth of Padang City. However, SMEs in Padang still experience delays in their development. These delays are caused by several factors, including human resource capacity, ownership, financing, marketing, and various other issues related to financial management [1]. The West Sumatra in Figures report presents the production value of Padang City over the past four years, which reflects the ability of SMEs to produce and market their products. It can be observed that SMEs in Padang have experienced a decline in production each year. The small business category, in particular, has faced a substantial decrease. In 2019, the production value reached IDR 59,355,109, but it dropped significantly in 2020, producing only IDR 882,739. In 2021, the decline remained significant, with a production value of only IDR 1,056,039. Although there was a slight increase in 2022, reaching IDR 2,067,070, this figure remained below the production level of 2019. Similarly, the medium-sized business category also experienced a decline. In 2019, the production value was IDR 1,433,288, but it decreased to IDR 1,247,306 in 2020. This figure did not improve in 2021, and in 2022, it saw only a slight increase to IDR 1,253,279. The production value in 2022 remained lower than in 2019. This suggests that SME performance in Padang City has declined, reflecting lower productivity and overall business outcomes.

Entrepreneurial orientation (EO) is a key factor in enhancing SME performance. EO is a character marked by entrepreneurial abilities which include five dimensions of entrepreneurial orientation (innovation, proactiveness, risk-taking, competitive aggressiveness, and autonomy) according to Covin in his research [2], [3]. As a result of the decline in sales profits for SMEs in the city of Padang, it has raised speculation that business actors have not carried out all the dimensions of a good entrepreneurial orientation in running a business so that performance has decreased. Besides entrepreneurial orientation, marketing capability also influences SME performance. It reflects a company's ability to execute various marketing functions and plays acrucial role in developing effective marketing strategies [3]. Marketing capabilities enable companies to define and implement new strategies to meet corporate performance as organizational goals through responding to changing market conditions [4]. In addition, competition

https://doi.org/10.62375/jmrib.v3i2.556

ISSN : 2961-9351(Print)
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between similar SMEs is also very low with SMEs not building company competencies such as innovating or doing marketing that builds buyer interest, this situation is justified in research [5] who said that competition for SMEs in Padang was still very low and market capabilities such as managing resources, market orientation, and product development owned by SMEs were low. However, company performance can be increased by utilizing marketing resources, including tangibles and intangible assets-whether physical, human, intellectual, or relational that help businesses gain a competitive advantage in the market [3]. Based on the problems described above, an in-depth study is needed regarding: 1) Entrepreneurial Orientation Dimensions (innovation, proactiveness, risk-taking, competitive aggressiveness, autonomy), 2) Marketing Capabilities, 3) SME Performance.

2. Method

This study employs a causal research design. The population consists of SME owners in Padang City. The sampling method used is non probability sampling with an accidental sampling technique, where respondents are selected based on chance encounters, provided they are deemed relevant as data sources [6]. The sample size this study is determined using a formula based on the number of statements, multiplied by a factor of 5 to 10, to ensure adequate respresentation and statistical reliability [7]. This study determines the sample size by multiplying the 30 research statements by a factor of 5, resulting in 152 respondents. The data sources comprise both primary data, obtained directly from SME owners in Padang City, and secondary data from relevant literature and reports. Data collection is conducted through questionnaires and documentation. The research instrument employs a Likert scale questionnaire to measure respondents' perceptions. For data analysis, this study applies a component-based Structural Equation Modeling (SEM) approach, processed using Smart PLS 3 software to assess relationships between variables.

3. Results and Discussion

In research utilizing the Structural Equation Modeling (SEM) approach with the Smart PLS 3 application, several key stages must be followed, including validity testing to assess measurement accuracy, reliability testing to ensure data consistency, and hypothesis testing to evaluate the relationships between variables.

The convergent validity test for reflexive indicators is evaluated based on the loading factor value of each construct indicator. This test measures how well an indicator represents its underlying construct.

https://doi.org/10.62375/jmrib.v3i2.556

ISSN : 2961-9351(Print)
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The rule of thumb suggests that for confirmatory research, the loading factor should exceed 0.7 to ensure strong validity. However, for exploratory or early-stage confirmatory research, a loading factor between 0.6 and 0.7 is still acceptable, indicating moderate validity. If an indicator has a loading factor below these thresholds, it may need to be reconsidered or removed to improve the model's measurement accuracy. In exploratory research, AVE must be greater than 0.5 to ensure convergent validity. In this study, all indicators meet the loading factor requirements, with the final outer loading results shown in Figure 2.

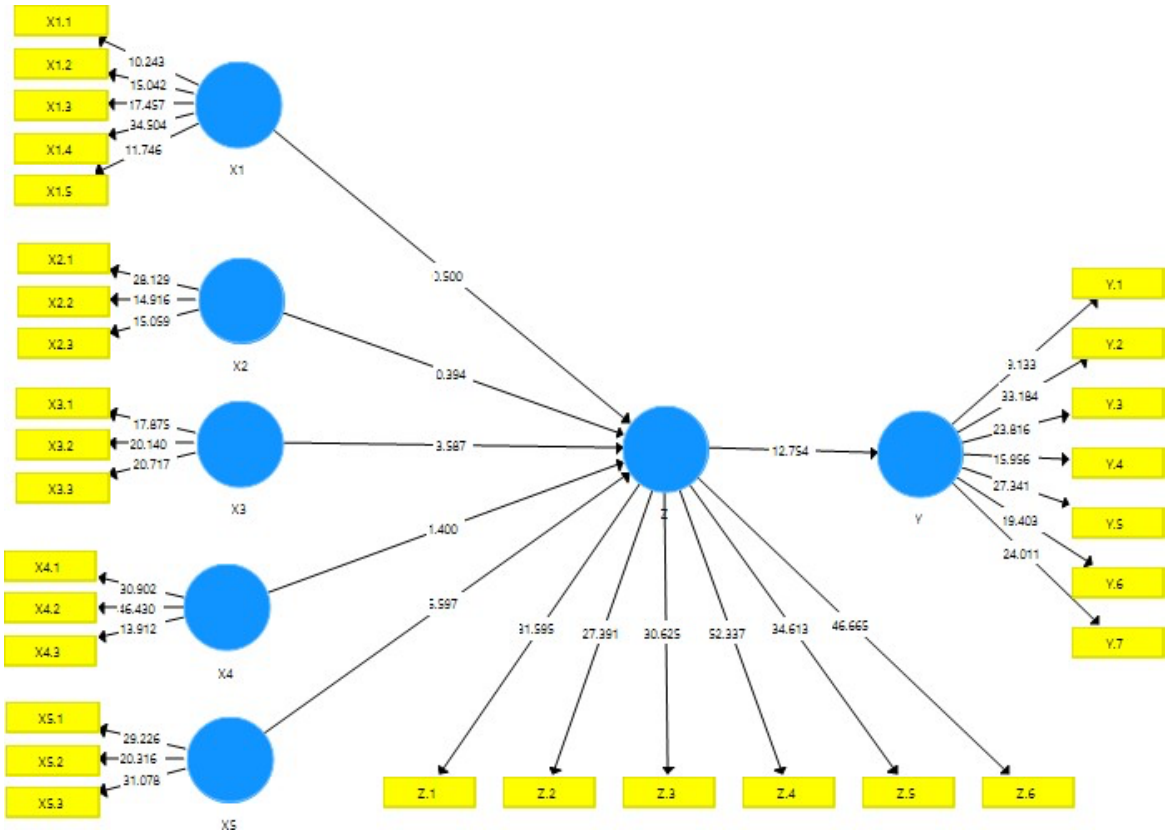

Figure 2. Final Outer Loading Result

Discriminant validity is evaluated by comparing the Average Variance Extracted (AVE) of each construct with its correlation to other constructs in the model. A construct is considered valid if its AVE is greater than 0.5, indicating that it explains more variance than it shares with other constructs. According to the rule of thumb, an outer loading value above 0.50 is required for an indicator to be considered valid. In this study, all indicators meet this requirement, confirming their suitability for measuring the intended constructs.

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Table 1. Average Variance Extracted

Variable	Average Variance Extracted (AVE)
Innovativeness(X1)	0.578
Risk Taking(X2)	0.661
proactiveness(X3)	0.647
Aggressiveness(X4)	0.711
Autonomy(X5)	0.749
SMEs Performance(Y)	0.663
Marketing Capabilities(Z)	0.780

Source: Primary Data 2025 (Processed)

A variable is considered distinct from other constructs if the square root of its AVE is greater than its correlation with any other latent construct. This ensures that each construct is unique and measures a different concept. The results of this validity test are presented in Table 2, where the AVE square root values are compared with inter-construct correlations to confirm discriminant validity.

Table 2. Discriminant Validity

Variable	*Innovativeness*	*Proactiveness*	*Risk Taking*	*Aggressiveness*	*Autonomy*	*SMEs Performance*	*Marketing Capabilities*
Innovativeness (X1)	**0.760**						
Risk Taking (X2)	0.655	**0.813**					
Proactiveness (X3)	0.729	0.705	**0.805**				
Aggressiveness (X4)	0.680	0.720	0.724	**0.843**			
Autonomy (X5)	0.625	0.622	0.630	0.714	**0.866**		
SMEs Performance (Y)	0.555	0.671	0.673	0.717	0.694	**0814**	
Marketing Capabilities (Z)	0.643	0.617	0.722	0.719	0.804	0.698	**0.883**

Source: Primary Data 2025 (Processed)

From the output in **Table 2**, the diagonal values represent the square root of AVE, while the values below indicate correlations between constructs. Since the AVE square root values are higher than the correlation values, the model meets the discriminant validity criteria, confirming its validity.

Reliability is assessed using composite reliability and Cronbach's alpha, which measure internal consistency. The results of this reliability test are presented in Table 3.

Table 3. Composite Reliability and Cronbach's alpha

Variable	Composite Reliability	Croncbach's Alpha
Innovativeness (X1)	0.872	0.818
Risk Taking (X2)	0.854	0.743
Proactiveness (X3)	0.846	0.733
Aggressiveness (X4)	0.880	0.799
Autonomy (X5)	0.900	0.833
SMEs Performance (Y)	0.932	0.913
Marketing Capabilities (Z)	0.955	0.943

Source: Primary Data 2025 (Processed)

https://doi.org/10.62375/jmrib.v3i2.556

ISSN : 2961-9351(Print)
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R-square analysis evaluates the impact of independent variables on the dependent variable. The R-square values in Table 4 indicate the model's explanatory power.

Table 4. R Square Analysis Results

Variable	R-Square
SMEs Performance (Y)	0.484
Marketing Capabilities (Z)	0.721

Source: Primary Data 2025 (Processed)

Table 4 shows an R-square value of 0.484 for SME performance, indicating that 48.4% of SME performance is influenced by the entrepreneurial orientation dimension. While the marketing capability variable obtained a result of 0.721, this explains 72.1% of the variable marketing capabilities and dimensions of entrepreneurial orientation can be influenced by the performance of SMEs.

The Direct Effect Hypothesis

Hypothesis testing is conducted by analyzing the path coefficient table to assess the significance of relationships between variables. Testing the direct influence based on the research hypothesis is accepted with the condition that the statistical value is > 1.96. The results of the direct influence hypothesis test can be seen in Table 5:

H1: Influence of Innovation on Marketing Capability

Innovation (X1) does not significantly influence marketing capability (Z), with a parameter coefficient of 0.031 and a p-value of 0.617. This is further supported by the T-statistic of 0.500, which is lower than the T-table value of 1.96 (0.500 < 1.96). Therefore, Hypothesis 1 is not accepted in this study.

Table 5. Path Coefficient (Direct Effect)

Variabel	*Original Sample* (O)	*Sample Mean* (Z)	*Standard Deviation* (STDEV)	T *Statistics* (|O/STDEV|)	P *Values*
Innovativeness (X1)-> Marketing Capabilites (Z)	0.031	0.037	0.062	0.500	0.617
Risk Taking (X2)-> Marketing Capabilites (Z)	-0.035	-0.026	0.090	0.394	0.694
Proactiveness (X3)-> Marketing Capabilites (Z)	0.296	0.286	0.082	3.587	0.000
Aggressiveness (X4)-> Marketing Capabilites (Z)	0.135	0.134	0.097	1.400	0.162
Outonomy (X5)-> Marketing Capabilites (Z)	0.524	0.522	0.094	5.597	0.000
Marketing Capabilites (Z)-> SMEs Performance (Y)	0.698	0.700	0.055	12.754	0.000

Source: Primary Data 2025 (Processed)

H2: Effect of Courage to Risk on Marketing Capability

https://doi.org/10.62375/jmrib.v3i2.556

ISSN : 2961-9351(Print)
2961-8975 (Online)

Table 5 presents the results for the effect of the risk audacity variable (X2) on marketing capability (Z). The analysis shows that risk audacity (X3) does not significantly influence marketing capability (Z), with a parameter coefficient of -0.035 and a p-value of 0.694. This is further confirmed by the T-statistic of 0.394, which is lower than the T-table value of 1.96 (0.394 < 1.96). Therefore, Hypothesis 2 is not accepted in this stud.

H3: Effect of Proactiveness on Marketing Capability

Table 5 shows the relationship between constructs, indicating that proactiveness (X3) positively influences marketing capability (Z) with a parameter coefficient of 0.296 and a p-value of 0.000. This is further supported by the T-statistic of 3.587, which is greater than the T-table value of 1.96 (3.587 > 1.96). Therefore, Hypothesis 3 is accepted in this study.

H4: Effect of Aggressiveness on Marketing Capability

Table 5 presents the results for the effect of aggressiveness (X4) on marketing capability (Z). The analysis shows that aggressiveness (X4) does not significantly influence marketing capability (Z), with a parameter coefficient of 0.135 and a p-value of 0.162. This is further confirmed by the T-statistic of 1.400, which is lower than the T-table value of 1.96 (1.400 < 1.96). Therefore, Hypothesis 4 is not accepted in this study.

H5: Effect of Autonomy on Marketing Capability

Table 5 shows that autonomy (X5) positively influences marketing capability (Z), with a parameter coefficient of 0.524 and a p-value of 0.000. This is further supported by the T-statistic of 5.597, which is greater than the T-table value of 1.96 (5.597 > 1.96). Therefore, Hypothesis 5 is accepted in this study.

H6: Effect of Marketing Capability on SME Performance

Table 5 presents the relationship between constructs, indicating that marketing capability has a significant positive effect on SME performance. This is demonstrated by a parameter coefficient of 0.698 and a p-value of 0.000, confirming statistical significance. Additionally, the T-statistic of 12.754 is much higher than the T-table value of 1.96 (12.754 > 1.96), further validating the strong influence of marketing capability on SME performance. Therefore, Hypothesis 6 is accepted in this study.

https://doi.org/10.62375/jmrib.v3i2.556

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Indirect Effect Hypothesis

The indirect effect hypothesis is accepted if the T-statistic > 1.96, indicating a significant mediating effect in the model.

Table 6. Path Coefficient (Marketing Capability as Mediation)

Variabel	*Original Sample* (O)	*Sample Mean* (Z)	*Standard Deviation* (STDEV)	*T Statistics* (|O/STDEV|)	*P Values*
Innovativeness (X1)-> Marketing Capabilites (Z)-> SMEs Performance (Y)	0.022	0.026	0.043	0.501	0.617
Proactiveness (X2)-> Marketing Capabilites (Z)-> SMEs Performance (Y)	-0.025	-0.018	0.063	0.390	0.697
Risk Taking (X3)-> Marketing Capabilites (Z)-> SMEs Performance (Y)	0.206	0.199	0.056	3.669	0.000
Aggressiveness (X4)-> Marketing Capabilites (Z)-> SMEs Performance (Y)	0.094	0.094	0.068	1.384	0.167
Outonomy (X5)-> Marketing Capabilites (Z)-> SMEs Performance (Y)	0.366	0.367	0.077	4.729	0.000

Source: Primary Data 2025 (Processed)

H7: Influence of Innovation on SME Performance through Marketing Capability

The results of Hypothesis 7 testing for the indirect effect show a T-count of 0.501, which is lower than the T-table value of 1.96. This indicates that the indirect effect is not statistically significant, leading to the conclusion that Hypothesis 7 is not accepted in this study. This value indicates that there is no influence between the innovation variable (X1) on the performance of SMEs (Y) through marketing capabilities (Z). The path coefficient value in this hypothesis is 0.022 which means that marketing capability does not have a significant influence between innovation and SME performance.Thus hypothesis 7 (seven) in this study is not accepted.

H8: Influence of Risk Courage on SME Performance through Marketing Capability

The result of testing the eighth hypothesis is the T-count value of 0.390 which is smaller than the t-table value (1.96). This value indicates that there is no influence between the risk audacity variable (X2) on SME performance (Y) through marketing capability (Z). The path coefficient value in this hypothesis is -0.025 which means that marketing capability does not have a positive influence between risk appetite and SME performance. Thus hypothesis 8 in this study is not accepted.

H9: Effect of Proactiveness on SME Performance through Marketing Capability

https://doi.org/10.62375/jmrib.v3i2.556

ISSN : 2961-9351(Print)
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The results of Hypothesis 9 testing show a T-count of 3.669, which is greater than the T-table value of 1.96. This indicates that there is a significant positive effect of the proactiveness variable (X3) on SME performance (Y) through marketing capability (Z). The path coefficient value for this hypothesis is 0.206, which means that marketing capability has a positive effect on proactiveness on SME performance. Thus hypothesis 9 in this study is accepted.

H10: Effect of Aggressiveness on SME Performance through Marketing Capability

The results of Hypothesis 10 testing show a T-count of 1.384, which is smaller than the T-table value of 1.96. This indicates that aggressiveness (X4) does not significantly influence SME performance (Y) through marketing capability (Z). Additionally, the path coefficient value of 0.094 confirms that marketing capability does not positively impact the relationship between aggressiveness and SME performance. Therefore, Hypothesis 10 is not accepted in this study.

H11: Effect of Autonomy on SME Performance through Marketing Capability

The results of Hypothesis 11 testing show a T-count of 4.729, which is greater than the T-table value of 1.96. This indicates a significant positive influence of the autonomy variable (X5) on SME performance (Y) through marketing capability (Z). The path coefficient value of 0.366 confirms that marketing capability positively mediates the relationship between autonomy and SME performance. Therefore, Hypothesis 11 is accepted in this study.

4. Conclusion

Based on the results of data analysis, it is evident that the dimensions of entrepreneurial orientation have a significant and positive impact on SME performance in Padang. This finding aligns with previous research, which also indicates that entrepreneurial orientation positively influences SME performance [3], [8]–[11], [12], which confirms that autonomy activities can improve the performance of micro-enterprises among low-income households. As well as in research [8] the results also show that entrepreneurial orientation positively influences SME performance. This means that the stronger the entrepreneurial orientation dimensions applied by SMEs in Padang, the better their overall performance Conversely, the lower the entrepreneurial orientation dimensions, the poorer the

https://doi.org/10.62375/jmrib.v3i2.556

ISSN : 2961-9351(Print)
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performance of SMEs in Padang. When compared with the marketing capability variable, the entrepreneurial orientation variable has a smaller effect.

Based on the results of data analysis, marketing capability has a significant and positive impact on SME performance in Padang. This finding aligns with previous research, which also confirms that strong marketing capabilities contribute to improved SME performance [9], [13]–[18]. The significant results indicate that marketing capability directly impacts SME performance. The positive coefficient confirms that higher marketing capability leads to better SME performance. Conversely, lower marketing capability results in weaker SME performance.

Based on the analysis of variables, it can be concluded that entrepreneurial orientation has a significant effect on SME performance through marketing capability. This indicates that while entrepreneurial orientation can directly influence SME performance, the impact is more substantial when marketing capabilities are also strengthened. Thus, SMEs in Padang that adopt a strong entrepreneurial orientation will see improved performance, but this improvement will be even greater if they also enhance their marketing capabilities. The entrepreneurial orientation dimensions, such as innovation, proactiveness, risk-taking, competitive aggressiveness, and autonomy, contribute to strengthening marketing capabilities, which in turn enhances SME performance. This finding highlights the importance of not only fostering an entrepreneurial mindset but also developing effective marketing strategies to achieve optimal business performance.

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