

THE INFLUENCE OF ENTREPRENEURIAL MARKETING AND DIGITAL MARKETING CAPABILITIES ON MARKETING PERFORMANCE: EVIDENCE FROM CULINARY MSMES

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Abstract

This study aims to analyze the effect of entrepreneurial marketing on marketing performance in food and beverage MSMEs (Micro, Small, and Medium Enterprises) in the Barlingmascakeb area, with digital marketing capabilities as a mediating variable and market turbulence as a moderating variable. The findings reveal that entrepreneurial marketing has a significant and positive effect on marketing performance and significantly enhances digital marketing capabilities. Furthermore, digital marketing capabilities were found to positively influence marketing performance, supporting the importance of digital readiness in strengthening marketing performance. However, the role of digital marketing capabilities as a mediating variable in the relationship between entrepreneurial marketing and marketing performance was not supported, indicating that the direct path remains more influential than the mediated one. Similarly, market turbulence did not significantly moderate the relationship between entrepreneurial marketing and marketing performance, suggesting that external environmental changes did not amplify the impact of marketing strategies in this context. These results offer valuable insights for MSMEs, highlighting the central role of entrepreneurial marketing and digital marketing capabilities in enhancing marketing performance.

Keywords: Entrepreneurial Marketing, Digital Marketing Capabilities, Market Turbulence, Marketing Performance, MSMEs.

INTRODUCTION

1.1. Research Background

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in Indonesia's economic development, with the food and beverage sector being one of the most resilient and dynamic. This sector contributes significantly to employment and local consumption, particularly during times of economic disruption. In Banyumas Regency, the number of MSMEs has steadily increased, reaching over 91,000 units in 2024.

Despite their increasing number, many culinary MSMEs in Banyumas still show low levels of digital technology adoption for business development. Only around 5,400 MSMEs have utilized digital platforms to support their operations, indicating a significant gap between business growth and digital transformation. This limited adoption of technology hinders their ability to expand market reach, engage with customers, and compete effectively in a digital economy. Moreover, previous studies have shown inconsistent findings regarding the influence of entrepreneurial marketing on marketing performance. These conditions highlight the need for further research to understand how entrepreneurial marketing, digital marketing capabilities, and external market dynamics interact to influence MSME's marketing performance.

1.2. Research Objectives

To analyze the effect of entrepreneurial marketing on marketing performance, as well as the role of digital marketing capabilities as a mediating variable and market turbulence as a moderating variable.

1. To examine whether entrepreneurial marketing has a positive effect on marketing performance.
2. To examine whether entrepreneurial marketing has a positive effect on digital marketing capabilities.
3. To examine whether digital marketing capabilities have a positive effect on marketing performance.
4. To determine whether digital marketing capabilities mediate the effect of entrepreneurial marketing on marketing performance.
5. To determine whether market turbulence positively moderates the effect of entrepreneurial marketing on marketing performance.

1.3. Scope of Discussion

This study focuses on analyzing the influence of entrepreneurial marketing on marketing performance among culinary MSMEs in Banyumas Regency. The discussion includes an examination of digital marketing capabilities as a mediating variable and market turbulence as a moderating variable.

1.4. Contributions

This study provides both theoretical and practical contributions. Theoretically, this study helps improve entrepreneurial marketing theory by giving a better understanding of how it works in micro, small, and medium-sized enterprises (MSMEs) today, and it can be used as a reference for future research exploring additional factors that influence the effectiveness of this strategy.

Practically, the findings offer valuable guidance for MSMEs in understanding the importance of entrepreneurial marketing to improve marketing performance, and for the government in designing supportive programs and policies that promote entrepreneurial marketing practices in the context of digital transformation.

1.5. Novelty

This study offers novelty by examining the influence of entrepreneurial marketing on marketing performance with digital marketing capabilities as a mediator and market turbulence as a moderator, specifically in the context of culinary MSMEs.

1.6. Research Results and Implications

The results of this study show that entrepreneurial marketing has a significant positive effect on marketing performance, as well as on digital marketing capabilities. In addition, digital marketing capabilities also positively influence marketing performance. However, the study finds that digital marketing capabilities do not mediate the effect of entrepreneurial marketing on marketing performance. Likewise, market turbulence does not moderate the effect of entrepreneurial marketing on marketing performance. This study proposes several managerial implications, including:

1. MSME actors should strengthen customer engagement, both directly and through digital channels.
2. Although many MSMEs use social media, they need to manage content more strategically, including visual quality, captions, hooks, and insight analysis.

3. Business owners should pay more attention to market trends such as viral food items and competitor strategies by observing social media and customer preferences.

These implications are expected to support MSME actors in improving their marketing strategies and adapting to the market turbulence environment.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

2.1 Resource-Based View Theory

Resource-Based View (RBV) theory explains that a firm's performance is largely influenced by internal factors, where unique resources and capabilities become the foundation for achieving competitive advantage (Nayak et al., 2022). In the context of this research, which focuses on MSMEs, entrepreneurial marketing aligns with RBV because it emphasizes innovation and the strategic use of resources as drivers of competitive advantage.

Meanwhile, dynamic capabilities refer to the processes that allow organizations to adapt and reconfigure their resources to sustain performance in rapidly changing environment (Bleady et al., 2018). Digital marketing capabilities are considered part of dynamic capabilities, as they require continuous development and adjustment to help MSMEs survive and compete in a dynamic business environment.

2.2 Entrepreneurial Marketing

Entrepreneurial marketing (EM) emerges as a strategic marketing framework that enables small businesses to formulate effective marketing initiatives aimed at achieving operational success (Etuk et al., 2024). This approach is particularly relevant for Micro, Small, and Medium Enterprises (MSMEs), which often operate with limited resources. EM supports business owners in maximizing those limited resources through proactive, innovative, and opportunity-driven strategies (Sadiku-Dushi et al., 2019).

According to Koeswandi et al. (2024), entrepreneurial marketing has been shown to significantly enhance marketing performance, especially in the MSME context. In the entrepreneurial marketing perspective, enhancing customer intensity and optimizing the use of available resources play an important role in increasing marketing performance (Zahara et al., 2023).

Small business owner who adopt entrepreneurial marketing tend to adapt more quickly to technology and actively explore the features of digital platforms. This proactive and innovative nature enables MSMEs to try new approaches and experiment with different marketing strategies. Consequently, entrepreneurial marketing has been shown to significantly improve marketing performance, enhance the ability of MSME to manage digital marketing strategies more effectively (Zahara et al., 2023).

In line with the discussion above, this study proposes the following hypotheses:

H1: Entrepreneurial marketing has a positive effect on marketing performance.

H2: Entrepreneurial marketing has a positive effect on digital marketing capabilities.

2.3 Digital Marketing Capabilities

Digital marketing capabilities refer to the relational competencies required to effectively leverage digitalization within a business context. Digital marketing capabilities are essential for small businesses to compete in increasingly digital markets, especially by improving responsiveness and customer engagement through online platforms (Wang, 2020). Homburg & Wielgos (2022) describe digital marketing capabilities as a firm's ability to employ digital technologies strategically to interact with target customers and co-create new value.

Digital marketing capabilities has been proven to contribute positively to improved marketing performance (Zahara et al., 2023). These capabilities allow MSMEs to align their strategies with dynamic consumer behavior and to respond adaptively to technological changes. In an increasingly competitive and digitally driven business environment, digital marketing capabilities have become one of the strategic resources that can help create a competitive advantage. According to Utomo & Susanta (2020), digital marketing capabilities significantly influence marketing performance. This finding is consistent with the Resource-Based View (RBV) theory, which asserts that a firm's internal resources serve as the basis of its performance. In this context, digital marketing capabilities can be considered a key internal resource that supports MSMEs in achieving better marketing performance.

Following the explanation above, the hypotheses developed in this study include:

H3: Digital marketing capabilities have a positive effect on marketing performance. H4: Digital marketing capabilities mediate the effect of entrepreneurial marketing on marketing performance.

2.4 Market Turbulence

As stated by Furyanah et al. (2024), market turbulence includes rapid and unpredictable changes, such as shifts in consumer demand and increased industry competition. These conditions can significantly affect business operations and require entrepreneurs to adapt and respond quickly and accurately to external changes.

In dynamic and uncertain market conditions, turbulence encourages entrepreneurial firms to become more adaptive and responsive (Alqahtani & Uslay, 2020). Research by Sulaiman et al. (2024), the critical role of market turbulence in strengthening the relationship between entrepreneurial marketing and firm performance by employing innovative and efficient marketing strategies. Through entrepreneurial marketing, businesses can create value and achieve competitive advantage amidst unstable environment.

Hence, the following hypothesis is proposed:

H5: Market turbulence positively moderates the effect of entrepreneurial marketing on marketing performance.

2.5 Marketing Performance

Marketing performance is a critical element used to evaluate the effectiveness of a company's marketing strategies. Morgan (2012) states that through performance evaluation, firms can assess the impact of their implemented strategies and make necessary adjustments to optimize marketing outcomes. Kaunda (2025) highlights that improving marketing performance requires strong strategies grounded in the effectiveness of organizational marketing efforts.

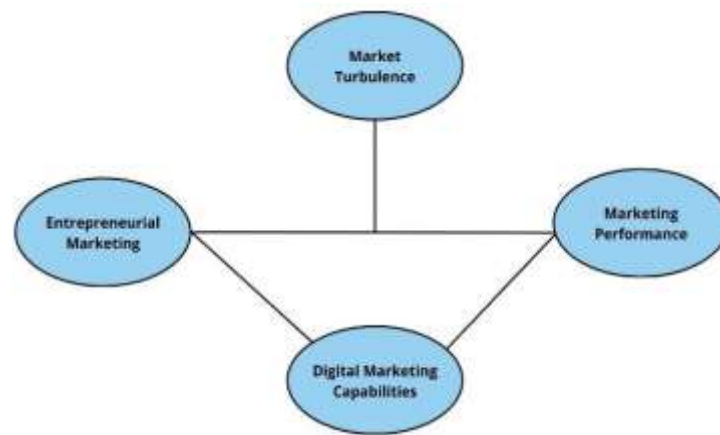


Figure 1. Research Model

RESEARCH METHODS

3.1. Research Design

This study employs a quantitative research approach aimed at testing hypotheses and examining relationships among variables based on numerical data. To analyze the data, this research uses the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. PLS-SEM is a statistical technique designed to test relationships between latent variables and is particularly suitable for studies involving non-normally distributed data, small sample sizes, and complex models (Hair et al., 2014).

The use of PLS-SEM aligns with the needs of this study, which investigates multiple constructs with mediating and moderating relationships. Data analysis will be carried out using SmartPLS 4.1 software.

3.2. Population and Sample

The population of this study consists of Micro, Small, and Medium Enterprises (MSMEs) operating in the culinary sector within Banyumas Regency.

Table 1. Sample Size Guidelines (Cohen, 1992)

Maximum Number of Arrows Pointing at a Construct	Significance Level											
	10%				5%				1%			
	Minimum R ²				Minimum R ²				Minimum R ²			
	0.10	0.25	0.50	0.75	0.10	0.25	0.50	0.75	0.10	0.25	0.50	0.75
2	88	41	26	21	110	52	33	26	158	75	47	38
3	100	48	30	25	124	59	38	30	176	84	53	42
4	111	53	34	27	137	65	42	33	191	91	58	46
5	120	58	37	30	147	70	45	36	205	98	62	50
6	128	62	40	32	157	75	48	39	217	103	66	53
7	136	66	42	35	166	80	51	41	228	109	69	56
8	143	69	45	37	174	84	54	44	238	114	73	59
9	150	73	47	39	181	88	57	46	247	119	76	62
10	156	76	49	41	189	91	59	48	256	123	79	64

Source: Cohen (1992)

The minimum required sample size is determined based on the model being tested. Referring to Cohen's (1992) sample size guidelines and the model structure, which includes two paths leading to a single endogenous construct, the minimum number of respondents is

calculated. By applying a 5% significance level ($\alpha = 0.05$) and assuming a minimum R-square value of 0.50 to reflect a moderate level of expected effect, the recommended minimum sample size for this study is 33 respondents. The researcher aims to collect 50 respondents to prevent any mistaken or error data.

3.3. Data Collection and Instrument Development

This study utilizes primary data as the main source of information. Primary data were obtained directly from respondents' perceptions related to the research variables through questionnaires distributed both offline by printed format (hard copies) and online with Google Forms to culinary MSME actors in Banyumas Regency. The questionnaire employed a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire items were developed based on established indicators from previous studies, with the following breakdown:

- a. Entrepreneurial Marketing measured using four dimensions from Hidayatullah et al. (2019), namely: Proactiveness, Innovativeness, Customer Intensity, and Resource Leveraging.
- b. Digital Marketing Capabilities measured using indicators adapted from Wang, (2020) and Wardaya et al. (2019): Customer-Linking Capability, Market-Sensing Capabilities, and Customer Communication.
- c. Market Turbulence. The indicators for market turbulence are Shifting Product Preferences, Intense Competition (G. Wang et al., 2015) and Unpredictable Market Prices (Zaid, 2022).
- d. Marketing Performance measured using Sales Growth, Customer Satisfaction (Zahara et al., 2023) and Profit Growth (Hidayat et al., 2024) as indicators.

The secondary data used in this study include the number of culinary MSMEs in Banyumas, obtained from the Banyumas Regency Office of Communication and Informatics.

3.4. Data Analysis Techniques

This study employs the Partial Least Squares Structural Equation Modeling (PLS-SEM) method to analyze the data. It is particularly suitable for complex models, non-normally distributed data, and smaller sample sizes (Hair et al., 2014). The analysis includes two main stages: measurement model evaluation (outer model) and structural model evaluation (inner model).

a. Measurement Model Evaluation (Outer Model)

- **Convergent Validity.** Convergent validity assesses the extent to which indicators of a construct share a high proportion of variance in common. It is evaluated by looking at the outer loading values of each indicator. According to Hair et al. (2019) an indicator is considered valid if it has an outer loading of ≥ 0.60 .
- **Discriminant Validity.** Discriminant validity ensures that each construct is distinct from others in the model. This is tested through cross loading and the Fornell-Larcker criterion. The square root of AVE for each construct should be higher than its correlations with other constructs, confirming satisfactory discriminant validity.
- **Construct Reliability and Validity.** Construct reliability refers to the internal consistency of the indicators measuring a latent variable. A construct is considered reliable if it meets the criteria of Cronbach's Alpha ≥ 0.60 and Composite Reliability (CR) ≥ 0.70 (Savitri et al., 2021). These values indicate that the indicators consistently represent the same underlying construct.

b. Structural Model Evaluation (Inner Model)

- **R-square (R^2).** R^2 measures the proportion of variance in the dependent (endogenous) variable that is explained by the independent (exogenous) variables. Based on the guidelines by (Savitri et al., 2021), R^2 values are interpreted as follows: 0.19 = weak, 0.33 = moderate, and 0.67 = strong.
- **Effect size (f-square).** Effect size indicates the impact of each exogenous construct on the endogenous construct. As interpreted by Cohen (in Savitri et al., 2021), the values are categorized as follows: 0.02 = small effect, 0.15 = medium effect, and 0.35 = large effect. This helps assess the relative importance of each path in the model.
- **Hypothesis Test.** Hypotheses are tested using the bootstrapping method to generate T-statistics and P-values. A hypothesis is accepted if the T-statistic $\geq$ T-table and the P-value $\leq$ 0.05, indicating statistical significance at the 5% level.
- **Mediation Test.** Mediation analysis is used to determine whether the effect of an independent variable on a dependent variable occurs through a mediator. Mediation is considered full if the direct effect is not significant but the indirect effect through the mediator is significant. Partial mediation occurs when both the direct and indirect effects are significant. The significance of the mediation effect is evaluated using bootstrapping, with a result considered significant if the T-statistic $\geq$ T-table and P-value $\leq$ 0.05 (Savitri et al., 2021).

Tool and Material Specifications

- This study utilized both software tools and physical materials during the research process. The software tools used include SmartPLS version 4.1, which was employed for data analysis using the PLS-SEM method, and Microsoft Excel, which was used to organize and clean the questionnaire response data prior to analysis.
- The research materials consisted of the questionnaire, which was distributed in two formats: printed hard copies and online forms using Google Forms. These were delivered directly to selected respondents, namely culinary MSME actors in Banyumas Regency, both in-person and through digital channels. The use of both formats allowed for greater reach and flexibility in collecting primary data.

RESULTS AND DISCUSSION

4.1. Respondent Profile

The majority of respondents in this study were female (95%), which reflects the dominance of women in the micro culinary business sector, particularly in snack-based home industries where female entrepreneurs often manage both production and sales. In terms of age, the largest group was between 17–22 years old (40%), followed by those aged 23–28 (32%), indicating a strong representation from younger entrepreneurs who are active in trending food businesses such as mochi, dimsum, and homemade cakes. Regarding education, most respondents had completed senior high school or equivalent (62%), with many currently pursuing higher education. Business experience also shows that most ventures were relatively new, with 48% operating for 1–3 years and 41% under one year, reflecting a growing interest in culinary entrepreneurship among young individuals. Lastly, 53% of respondents reported a monthly net income below IDR 2 million, aligning with the small-scale and early-stage nature of the businesses involved.

Table 2. Respondent Profile

Characteristics	Category	Frequency	Percentage
Gender	Man	53	95%
	Woman	3	5%
Age	17-22 years	22	40%
	23-28 years	18	32%
	29-34 years	13	23%
	35-40 years	3	5%
Education	Senior High School	35	62%
	Diploma (D1/D2/D3)	5	9%
	Strata 1 (S1)	16	29%
Business Age	< 1 year	23	41%
	1-3 years	27	48%
	4-6 years	4	7%
	7-9 years	2	4%
Net Income	<2 million	30	53%
	2-5 million	13	23%
	5,1-10 million	6	11%
	>10 million	7	13%

Source: Primary Data Processed (2025)

4.2. Hypothesis Test

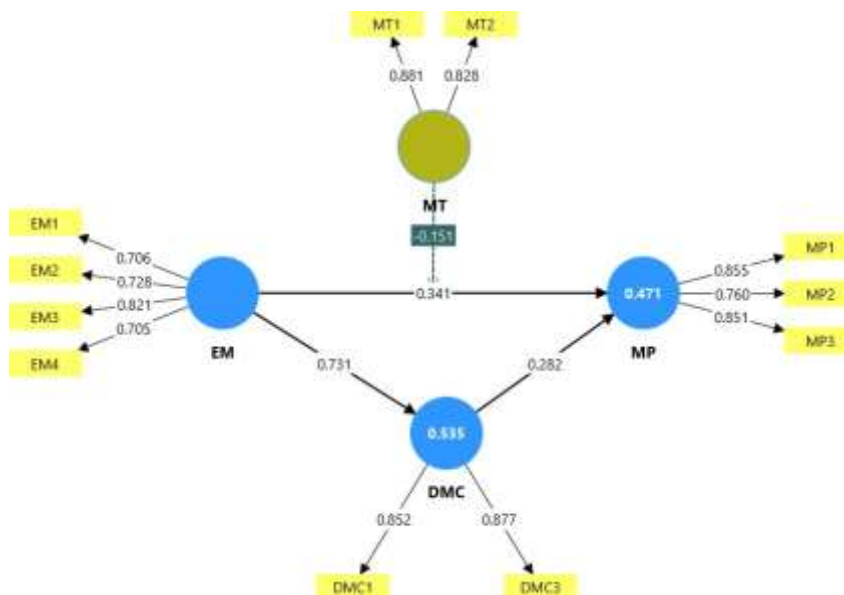


Figure 2. Path Coefficients

Table 3. Summary of Hypothesis Testing Results

Hypothesis	Relation	Result
H1	Entrepreneurial Marketing → Marketing Performance	Supported
H2	Entrepreneurial Marketing → Digital Marketing Capabilities	Supported
H3	Digital Marketing Capabilities → Marketing Performance	Supported
H4	Entrepreneurial Marketing → Digital Marketing Capabilities → Marketing Performance	Not Supported
H5	Market Turbulence x Entrepreneurial Marketing → Marketing Performance	Not Supported

Source: Data analysis (2025)

Initially, the study intended to collect data from culinary MSME actors located in Banyumas Regency. However, due to challenges encountered during the data collection process, the coverage area was expanded to include surrounding regions within the Barlingmascakeb area, which consists of Banjarnegara, Purbalingga, Banyumas, Cilacap, and Kebumen Regencies, in order to obtain a sufficient number of respondents. A total of 67 responses were collected, but only 56 were deemed usable for analysis. Data were collected through a questionnaire designed to examine the effect of entrepreneurial marketing on marketing performance, as well as the mediating role of digital marketing capabilities and the moderating role of market turbulence.

The analysis results indicate a significant positive relationship between entrepreneurial marketing and marketing performance, thus H1 is accepted. This finding suggests that MSMEs with strong entrepreneurial marketing practices, especially those focusing on customer intensity tend to achieve better marketing outcomes. Customer intensity emerged as the most dominant indicator, reflecting MSMEs actor's high attention to customer needs through active engagement on platforms like WhatsApp and Instagram, receiving feedback, and maintaining strong customer relationships. This interaction fosters emotional connection and loyalty, leading to increased marketing performance. These findings are consistent with prior studies by Zaid (2022), Hidayatullah et al. (2019), Zahara et al. (2023), and Koeswandi et al. (2024), affirming that entrepreneurial marketing is a key driver of marketing success for MSMEs.

The analysis shows a significant positive effect of entrepreneurial marketing on digital marketing capabilities, supporting the acceptance of H2. The dominant indicator, customer intensity, suggests that MSMEs' strong customer focus drives their efforts to engage and maintain relationships through digital platforms. Culinary MSMEs actively utilize Instagram, TikTok, and WhatsApp Business to share product information, promotions, and handle customer inquiries. Additionally, resource leveraging reflects how MSMEs maximize limited resources such as using smartphones and managing social media accounts independently demonstrating that even with constraints, entrepreneurial marketing fosters the growth of digital marketing capabilities. These findings are consistent with Zahara et al. (2023), affirming that proactive, innovative, and resourceful MSMEs are more likely to explore and optimize digital marketing strategies.

A significant positive effect of digital marketing capabilities on marketing performance, supporting the acceptance is proofed from the analysis of H3. This indicates that the more capable MSMEs are in utilizing digital tools such as social media, content creation, online interaction, and promotional features the better their marketing outcomes. In the culinary MSME context, especially among snack-based businesses, digital marketing helps attract younger consumers, expand market reach, and enhance product visibility. Customer communication emerged as the strongest indicator, showing that MSMEs prioritize digital channels to build closer, faster, and more

personalized relationships with customers. These findings are in line with Zahara et al. (2023), Utomo & Susanta, (2020) and F. Wang, (2020) who emphasize that strong digital marketing capabilities support customer engagement and drive marketing performance.

Although entrepreneurial marketing enhances digital marketing capabilities, these capabilities do not significantly transmit that effect toward improved marketing performance. This may be due to MSMEs' limited understanding of effective digital strategies. Many use social media only at a basic level, lacking knowledge in areas such as visual content quality, content engagement techniques, or consistent posting schedules. Most digital marketing efforts are intuitive rather than strategic. This finding aligns with Zahara et al. (2023), who also found that digital marketing capabilities do not mediate the effect of entrepreneurial marketing on marketing performance.

To explore whether external dynamics offer a moderating effect, H5 was tested. Yet, the findings indicate that market turbulence fails to strengthen or weaken this relationship. Although MSMEs experience shifting consumer preferences and unpredictable prices, these factors do not significantly strengthen or weaken the impact of entrepreneurial marketing. Most MSMEs remain focused on existing customers and maintain stable strategies, regardless of external changes. These findings contrast with Zaid (2022), whose study on tuna fillet MSMEs found market turbulence to be a strengthening factor likely due to sectoral and demographic differences. In this study, most respondents were young women in the culinary sector, while the respondents on Zaid (2022) were older men in fisheries, indicating different strategic orientations.

These results contribute to the growing literature on entrepreneurial and digital marketing by confirming their impact on MSME marketing performance. These findings support the Resource-Based View by highlighting how internal capabilities, particularly entrepreneurial marketing, serve as key resources in improving MSME performance. In line with Dynamic Capabilities Theory, digital marketing capabilities are seen as adaptive tools that require continuous development and adjustment, enabling MSMEs to respond to changing market conditions and remain competitive in dynamic environments.

CONCLUSION

5.1. Conclusion

This study concludes that entrepreneurial marketing plays a critical role in enhancing the marketing performance of culinary MSMEs. Customer intensity demonstrates that MSMEs who prioritize customer relationships tend to have better marketing performance. The research also confirms that entrepreneurial marketing positively influences digital marketing capabilities. However, while digital marketing capabilities independently contribute to marketing performance, they do not mediate the effect of entrepreneurial marketing on marketing performance, likely due to a lack of strategic implementation and limited digital literacy among MSME actors. Moreover, market turbulence does not moderate the relationship between entrepreneurial marketing and marketing performance. This suggests that external environmental changes are not perceived as central by micro-scale businesses, which tend to focus more on direct customer engagement than on broader market dynamics.

5.2. Implications

This study offers a contrasting result to Zaid (2022) by showing that market turbulence does not moderate the relationship between entrepreneurial marketing and marketing performance. This suggests the need to further contextualize the moderating role of external factors, especially in micro-enterprise settings with limited strategic responsiveness.

The practical implications of this study highlight the need for MSME actors to strengthen customer relationships through both direct and digital communication. The success of indicators like customer intensity and customer communication highlights the need for being responsive and feedback from customers. Moreover, while many MSMEs already use social media, they should adopt more strategic content management, including visual quality,

captions, and audience insights. Lastly, monitoring market trends, competitor, and customer preferences more actively to remain competitive.

5.3. Limitations and Suggestions for Future Research

This study has several limitations. First, during the outer model analysis using SmartPLS 4.1, not all indicators met the convergent validity criteria. For instance, the “*intense competition*” indicator under market turbulence and the “*market sensing capability*” under digital marketing capabilities were found to be invalid. This suggests that respondents may not fully understand or apply these aspects in their business practices. Future research could address this by using a broader set of indicators or by adjusting measurement tools to better fit the context of micro-scale enterprises.

Second, the data collection was initially focused on MSMEs in Banyumas Regency. However, due to challenges in meeting the minimum number of respondents, the scope was expanded to include the broader Barlingmascakeb region. This adjustment may limit the specificity of regional analysis. Future studies may consider larger or more focused sample frames to enhance generalizability and regional relevance.

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