

Entrepreneurial orientation, social media affect SMEs marketing performance in West Borneo

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ABSTRACT

This research investigates the influence of entrepreneurial orientation and the use of social media on the marketing capabilities and marketing performance of Small and Medium Enterprises (SMEs) in West Borneo. The results show that entrepreneurial orientation has a positive effect on marketing ability and marketing performance, while the use of social media has a positive impact on marketing ability. However, the use of social media does not have a significant effect on marketing performance. This research uses a five-point Likert scale and applies Structural Equation Modeling (SEM) with the AMOS 24 statistical tool. These findings provide insight for business owners and stakeholders in improving their marketing performance in the current digital era.

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1. Introduction

In today's unpredictable economy, entrepreneurial attitude plays an increasingly essential role for businesses, particularly (MSMEs) micro, small, and medium enterprises. (Heng, 2022). Micro, MSMEs (micro, small, and medium-sized enterprises) contribute significantly to national economic growth (Trisnawati et al., 2020). This number is expected to continue to increase to have an existence with sustainable competitiveness (Purmono, 2023). Prior research on SMEs has concentrated on how they have overcome both internal and external obstacles to compete and prosper in the global market but current research offers new findings and perspective for future research (Liñán et al., 2020). Large businesses were the subject of earlier research on smart manufacturing for SMEs, but SMEs are the focus of the current study (Mittal et al., 2020). In addition to highlighting the part that networks and information and communication technology play in SMEs' marketing strategies, (Bocconcelli et al., 2018) also draws attention to a weakness in some particular marketing techniques. Numerous tactics to enhance the performance of micro, small, and medium-sized enterprises (MSMEs) have been studied in earlier studies. While Yuningsih et al (2022) highlights the significance of institutional empowerment, growth strategy, and stakeholder involvement, Mufidah and Eliyana (2021) highlights the role of networking and entrepreneurial marketing.

Entrepreneurial orientation is the most important concept for (MSMEs) micro, small, and medium-sized businesses (Heryadi et al., 2023). Orientation refers to the degree to which a company focuses on meeting the needs and desires of its customers (Riswanto et al., 2019). Studies conducted by Semrau, Ambos, and Kraus in Heng (2022) found that the significant role of entrepreneurial orientation in improving marketing performance. Keh et al in (Puspitowati, 2020) shows that entrepreneurial orientation has a direct impact on company performance. Market-oriented MSMEs (micro, small, and medium-sized enterprises) have superior business competencies. (Ku rniawan et al., 2021). Micro, small, and medium-sized firms (MSMEs) are recognized as key driver long-term economic growth in both.

Industrialized and emerging nations in the era of economic globalization (Prasanna et al., 2019). The West Kalimantan province government statistics reveals that there area total of 14,321 micro, small, and medium companies (MSMEs) in the region. MSMEs have become a significant factor in addressing diverse developmental challenges, especially in developing nations. The challenges encompass poverty, inequality, and unemployment, with a particular focus on women and youth. Additionally, MSMEs help overcome limited industrial capacity, lack of economic innovation, sluggish economic growth in rural areas, and a restricted range of primary products (Prasanna et al., 2019). According to Noe et al (2017) The competitive issues that industrial organizations face in today's global economy are divided into three categories: sustainability challenges, global challenges, and technology challenges.

Digital business strategies have been on the rise due to impressive improvements in information systems, communications and technological connectivity (Garcia-Morales et al., 2018). Many MSMEs (micro, small, and medium-sized enterprises) difficulty competing in highly competitive markets due to limited resources and limited access to information. (Heryadi et al., 2023). Technology can help MSMEs (micro, small, and medium-sized enterprises). encourage further corporate expansion and efficiency (Fachrunnisa et al., 2020). The rise of social media (SM) user platforms and their ability to enable micro, small, and medium enterprises (MSMEs) to reach a wide network has led to changes in the way entrepreneurial companies carry out their routine activities (Fang et al., 2022). The increase in social media (SM) users has led to persistent deviations in the way entrepreneurial activities are carried out on a daily basis (Fan et al., 2021). To increase the growth of micro, small, and medium-sized enterprises (MSMEs), technology-based solutions can be implemented. For example, the application of data analytics, big data transformation, systems-based operations, digital platforms, and automation of supply chain processes through artificial intelligence and machine learning can enable ease of doing business with high productivity and profitability (Jelinek & Bergey, 2013).

In the business world, The usage of social media is starting to be commonly employed as a communication media tool used to carry out online marketing communications (Sudirman et al., 2021). Social media is an important tool for MSMEs (micro, small, and medium-sized enterprises) to improve marketing strategies and increase the expansion of micro, small, and medium-sized businesses (Heryadi et al., 2023). Social media marketing can help micro, small and medium enterprises (MSMEs) communicate with their audiences in a personalized way, resulting in better engagement and response times (Pradiani, 2018). A study found that social media marketing is very important for MSMEs (micro, small, and medium-sized enterprises) to face challenges and obstacles in the past and current normal times (Susanto & Keni, 2019). The ability to implement marketing using social media is a crucial and relevant thing to do as an effort to make it easier to understand market needs, wants and demands (Sudirman et al., 2021). Marketing ability is simply organizational ability in a marketing context (Moore & Fairhurst, 2003). Marketing capability can be characterized as an integrative process meant to apply the resources required by a company to fulfill its market needs, allowing the organization to add value and meet competitive demand (Day, 2011; Martin et al., 2020).

The concept of capabilities in marketing literature is not new (Morgan et al., 2018). Researchers conceptualize marketing capabilities in terms of a company's ability to use available resources that have been prepared to carry out marketing tasks in a maximum way so that they can achieve the desired marketing results (Morgan, Katsikeas and Vorhies 2012; Morgan et al., 2018). The research has did a thorough study of the literature to investigate the capabilities that support digital marketing (Herhausen et al., 2020).

2. Research Method

Entrepreneurial Orientation has become a major focus for entrepreneurship research (Ferreira et al., 2019). Although there is a common opinion consensus and much empirical evidence that Entrepreneurial Orientation improves a company financial performance and growth (Covin et al., 2020). Entrepreneurial Orientation can be described as a process, activity, practice, and decision-making that leads a company to introduce products, services, innovations, markets, or business models that do not yet exist or that will exist. (Covin & Wales, 2018). According to the research conducted by Wales, Gupta, and Mousa (Kohtamäki et al., 2020), Entrepreneurial Orientation has the potential to impact the final outcomes of organizational learning, knowledge-based resources, and innovation. Although these studies partially explore the impact and reasons

for Entrepreneurial Orientation's influence on specific outcomes, they do not sufficiently delve into the underlying mechanisms that drive these effects.

Social media users have become an inseparable part of our lives. They are an essential tool for MSMEs (micro, small, and medium-sized enterprises) to become part of the whole by social media users and understand the essence of social media (Heryadi et al., 2023). Chai et al in Sudirman et al., 2021), concluded that social media has a very big role in improving the business Micro, small, and medium-sized enterprises (MSMEs) performance. Social media technology is a series web-based applications based on Web 2.0 technologies which makes it possible for the development and exchange of content and information produced by its users (Sfetcu, 2017). One of the mediums is social media has developed in the last ten years. Social media develops in line with developments in information technology that occur in every line of Micro, small, and medium-sized enterprises (MSMEs) and businesses (Yasa et al., 2020).

Marketing talents are viewed as a value by the marketing literature (Martin et al., 2020). Marketing capabilities can be described as integrative mechanisms meant to put a company's policies into action needs, resources, and market-related requirements, allowing the organization to offer value while meeting competitive demands (Martin et al., 2020). Consequently, it is crucial to acquire the skills necessary to devise and implement social media marketing tactics in order to enhance corporate productivity (Tarsakoo & Charoensukmongkol, 2020).

It is reported that external and internal marketing capabilities lead to superior firm performance through their impact on external and internal marketing capabilities (Varadarajan, 2020). A study has highlighted the importance of relationship capabilities for marketing performance (Faroque et al., 2022). It has long been established that marketing performance is critical to overall company performance, including MSMEs (micro, small, and medium-sized enterprises) (Langerac, 2003; Kara et al., 2005;Royo-Vela et al., 2022). Duygulu et al in(Prasanna et al., 2019) Three mission components were discovered when measuring the success of small and medium-sized businesses (SMEs): (1) survival, growth, and earnings, (2) philosophy and values, and (3) public image.

Market sensing is Having the ability to market and respond to market conditions and technological advancements advances, Consumer preferences and desires, as well as innovation and value offerings (Bayighomog Likoum et al., 2020). One of the important factors driving a company's ability to transform Entrepreneurial Orientation into superior performance and ability to compete is its marketing ability (Feng, Morgan, and Rego 2017;Arunachalam et al., 2018). Therefore, it is concluded that the standard of the spread of Entrepreneurial Orientation will be determined by the marketing capability. (Arunachalam et al., 2018). One significant purpose for utilizing marketing capability as a in this case, a contingent factor research is that entrepreneurship and marketing are commonly acknowledged to be two critical parts of running any firm. (Drucker 1985;Webb et al., 2011).

The high level of social media use by registered internet and social media users is one of the underlying motives for marketers to recognize more closely the involvement of social media platforms (Carim & Warwick, 2013;Batumalai & Sahid, 2022)An entrepreneur needs to be trained to communicate well with customers so that the information conveyed can be understood and interpreted well. If the information needs to be corrected, communication can thwart all marketing efforts (Kushwaha et al., 2015;Batumalai & Sahid, 2022). However, unlike major corporations, MSMEs (micro, small, and medium-sized enterprises) as small organizations have limited ability to invest in information technology which is critical for increasing sustainability. (Handayani & ER, 2019). MSMEs (micro, small, and medium-sized enterprises) must create and implement state-of-the-art technology/tools (Yang et al., 2007). Even when there are limited funds, you must be committed to creating innovation (Beck & Demirguc-Kunt, 2006; Handayani & ER, 2019).

The study conducted by (Tajeddini et al., 2020) examined how entrepreneurial activities contribute to expansion, competitive advantage, and outperformance. The performance is characterized by its varied and multilayered nature. This idea is often disregarded (Hult et al., 2008;Soomro & Shah, 2019) Nevertheless, contemporary evaluations acknowledge performance as a manifestation of both aptitude and drive, with innovation employed as a means to inspire people to achieve their utmost potential (Moorhead and Griffin, 1998;Soomro & Shah, 2019). Several extensive research have been carried out to examine the correlation between Entrepreneurial Orientation and organizational performance in the field of entrepreneurial orientation literature (Ali et al., 2020). Rauch et colleagues conducted a meta-analysis in Arunachalam et al

(2018) and observed that entrepreneurial orientation, as measured by the concept of entrepreneurial orientation (EO), significantly enhances business performance.

Social media has been recognized as a powerful platform for promoting a company's commercial objectives and enhancing corporate achievements (Tajvidi & Karami, 2021) in contrast, social media serves as a communication platform that offers advantages to businesses. Companies utilize marketing strategies to achieve various organizational objectives, including marketing, public relations, advertising, branding, customer service, human resources, and problem-solving (Kim & Park, 2013 ;Nisar & Whitehead, 2016) Organizations that employ network-based approaches derive advantages from network activities that enhance overall performance (Tajvidi & Karami, 2021). Social media has a positive impact on the performance of micro, small, and medium-sized firms (Batumalai & Sahid, 2022).

This study has a resource-based approach as its theoretical foundation (Barney, 1991;Tarsakoo & Charoensukmongkol, 2020) to assist the role of marketing capabilities for social media users on performance. More broadly, resource-based theory explains how organizations develop when their competitive advantage is built on capabilities. (or competencies), a collection of "skills and resources that enable a firm to achieve good performance"(Herhausen et al., 2020). This study aims to establish a connection between each dimension of social media marketing skills and two performance characteristics, in order to determine if different aspects of capabilities have varying effects on the two performance features. (Tarsakoo & Charoensukmongkol, 2020). Based on the description provided, a study framework may be constructed as follows:

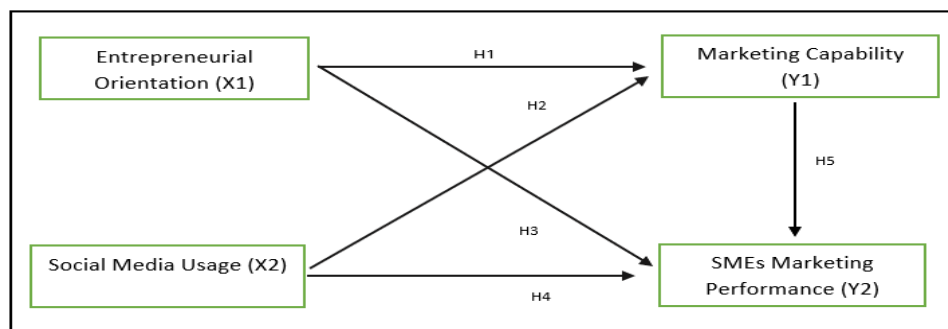


Figure 1. Research framework

The researcher's research hypothesis is as follows, based on the problem description and conceptual framework described above: a) *Entrepreneurial Orientation* has a positive and significant effect on Marketing Capabilities, b) *Social Media Usage* has a positive and significant effect on Marketing Capabilities, c) *Entrepreneurial Orientation* has a positive and significant effect on SMEs Marketing Performance, d) *Social Media usage* has a positive and significant effect on SMEs Marketing Performance, e) Marketing Capabilities has a positive and significant effect on SMEs Marketing Performance.

This research uses a five-point Likert scale (1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree). The Entrepreneurial Orientation variable uses 6 indicators and 6 items (Elvina,2021), Social Media Usage uses 3 indicators and 6 items (Purwantini & Anisa, 2018) and Marketing Capabilities are 5 indicators and 7 items (Sari & Wijaya, 2020 and author's modification), while the SMEs Marketing Performance variable uses 4 indicators and 4 question items (Elvina, 2020 and modified by researcher).

3. Results And Discussions

Analysis of the profile of respondents in this survey is based on the following demographics:

Table 1. Respondent characteristics

Categories	Items	F	%
Business Location	Pontianak City	38	18.7%
	Singawang City	23	11.3%

Categories	Items	F	%
	Kubu Raya Regency	21	10.3%
	Mempawah Regency	16	7.9%
	Bengkayang Regency	12	5.9%
	Sambas Regency	10	4.9%
	Landak Regency	17	8.4%
	Sanggau Regency	12	5.9%
	Sekadau Regency	7	3.4%
	Melawi Regency	13	6.4%
	Sintang Regency	9	4.4%
	Kapuas Hulu Regency	8	3.9%
	Ketapang Regency	8	3.9%
	Kayong Utara Regency	9	4.4%
	Total	203	100%
Gender	Man	82	40%
	Woman	121	60%
	Total	203	100%
Age	Less than 21 years old	40	19.70%
	21 to 30 years old	98	48.28%
	31 to 40 years old	45	22.17%
	41 to 50 years old	17	8.37%
	50 years and over	3	1.48%
	Total	203	100%
Educational Level	elementary school	0	0%
	Middle/Junior High School	2	0.99%
	high school/high school	64	31.53%
	D1/D2/D3/D4	53	26.11%
	Bachelor degree)	75	36.95%
	Postgraduate (S2/S3)	9	4.43%
	Total	203	100%
Type of business pursued	Craft Business	30	14.78%
	Culinary Business	46	22.66%
	Trading business (retail)	30	14.78%
	Printing business	30	14.78%
	Educational services business	26	21.81%
	Transportation service business	17	8.37%
	Laundry business	22	10.84%
	Clothing business	1	0.49%
	Property business	1	0.49%
		Total	203
The length of time the business has been running	Less than 1 year	32	15.76%
	1 year to 2 years	102	50.25%
	2 years to 3 years	33	16.26%
	More than 3 years	36	17.73%
	Total	203	100%

Measurement Model

The following are the findings from the tests of suitability, validity, and reliability.

Table 2. Value of standardized loading factor, construct reliability (CR), and average variance extracted (AVE) in overall model fit

Items	SLF	CR	AVE
		0.94706	0.640933
Entrepreneurial Orientation	It is hard to find information about business.	0.827	
	I can identify and capture business opportunities.	0.791	
	The uncertainty of the business environment makes me even more motivated to succeed	0.765	
	I dare to take risks in the decisions I make.	0.795	
	I like trying new things in running a business.	0.817	
	I have the ability to come up with ideas for my business	0.807	
Social Media Usage	By utilizing social media, we can more easily adapt our products to market tastes.	0.816	0.951723
	The use of social media in our business makes the promotions we carry out more effective.	0.82	0.662639

	Items	SLF	CR	AVE
	By utilizing social media, we can save marketing costs	0.8		
	The social media we use makes it easier to find our consumers' responses.	0.801		
	The social media we use makes it easier for us to carry out sales activities	0.784		
	The use of social media in the business we run has been able to attract more people's interest in our products.	0.861		
	We have produced products according to the wishes of our consumers.	0.826	0.951881	0.604473
	We have carried out promotional efforts in a good way.	0.762		
	We have determined the prices through careful consideration.	0.768		
Marketing Capabilities	We have set reasonable prices according to quality.	0.766		
	We have made aggressive efforts to make our products easy for consumers to obtain.	0.765		
	We have established good relationships with customers.	0.758		
	We maintain and increase our customer satisfaction	0.795		
	Our business has always experienced profits in the last year	0.877	0.929018	0.670849
	Business income from this business has increased	0.791		
SMEs Marketing Performance	In the last six months, our business has experienced an increase in the number of customers.	0.769		
	Sales of our products continue to increase/volume/unit sales.	0.835		

Based on Table 2, the results of the validity and reliability tests show that the indicators in the model built meet the validity and reliability criteria. Existing indicators have standardized stress factor (SLF) values above 0.50. This shows that all the metrics used are valid and adequate to measure the composition of all models produced. The results of the Construct Reliability (CR) test reached a value above 0.70. This shows that all the instruments used are reliable and can consistently measure the structure in the model that has been built.

Table 3. Goodness of fit index

Goodness of Fit Index	Cut off Value	Results
χ^2	Expected to be low	300,28
Df		225
χ^2 - Significance Probability	≥ 0.05	0.001
CMIN/DF	≤ 3.00	1,337
RMSEA	≤ 0.08	0.041
RMR	< 0.05	0.037
NFI	≥ 0.90	0.904
IFI	≥ 0.90	0.974
TLI	≥ 0.90	0.971
CFI	≥ 0.90	0.974

The model conformance test shown in Table 4.3 shows that the model conformance requirements are accepted, and conformity can be stated. Seven measurements showed a good level of agreement. If there are 3-4 measurements with a good level of agreement or above the threshold value, the study model configuration can be declared adequate and accepted.

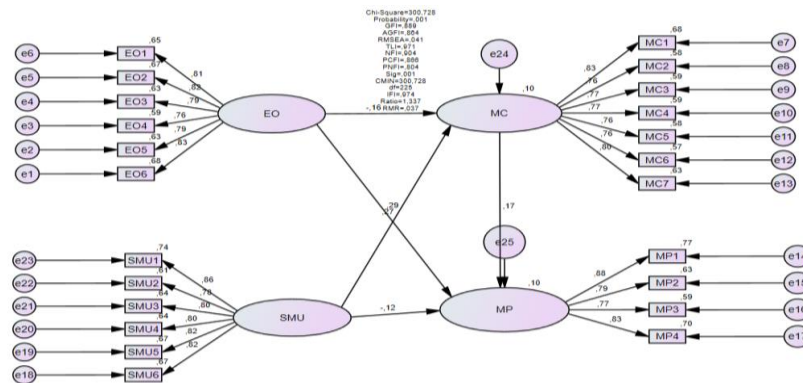


Figure 2. Full model testing

The results of testing the effects of relationships between variables in the study configuration constructed in this study can be conveyed as follows.

Table 4. Hypothesis testing

Hypothesis	Path	Estimate	S.E	CR	P
H1	Marketing Capabilities --> Entrepreneurial Orientation	-0.152	0.073	-2,097	0.036
H2	Marketing Capabilities --> Social Media Usage	0.260	0.074	3,497	0,000
H3	SMEs Marketing Performance --> Entrepreneurial Orientation	0.316	0.086	3,661	0,000
H4	SMEs Marketing Performance --> Social Media Usage	-1.132	0.088	-1,498	0,134
H5	SMEs Marketing Performance --> Marketing Capabilities	0.195	0.092	2,128	0,033

The results of this research hypothesis are that four hypotheses are accepted, namely (H (p)), H1 (0.036), H2 (0.000), H3 (0.000), and H5 (0.033) while H4 (0.134) is rejected. The condition for the hypothesis to be accepted is that it has a significant p-value (<0.05). The first hypothesis is entrepreneurial orientation towards marketing capabilities which has a significant positive influence, this research is supported by (Charir et al., 2017). For the second hypothesis, namely social media usage has a significant positive influence on marketing capabilities. Research by (Kristinae & Sahay, 2019) shows that social media usage can have a positive and significant influence on marketing capability for micro, small and medium businesses. The third hypothesis is that Entrepreneurial Orientation has a positive and significant influence on SMEs Marketing performance, research (Kesuma & Istanto, 2021) concluded that entrepreneurial orientation can have a positive and significant influence on SMEs marketing performance. The fifth hypothesis, namely Marketing Capabilities has a positive and significant influence on SMEs marketing performance, this research is supported by previous research from (Charir et al., 2017). Marketing capability results have a positive and significant influence on SMEs marketing performance. The fourth hypothesis which was rejected, namely that Social Media Usage does not have a positive and significant influence on SMEs marketing performance, this hypothesis is supported by (Dewi & Supriyanto, 2017) *Social media usage* has a insignificant influence on business performance through output-based marketing.

4. Conclusion

This research reveals that Entrepreneurial Orientation and Use of Social Media positively and significantly impact the Marketing Capabilities and Performance of micro, small and medium enterprises (MSMEs) in West Kalimantan. Entrepreneurial orientation contributes positively to marketing ability and marketing performance, as explained in the first and third hypotheses. Apart from that, the use of social media is also proven to have a positive effect on marketing capabilities, in accordance with the second hypothesis. However, this study's results indicate that social media use does not significantly impact marketing performance in micro, small and medium enterprises, which is contrary to the fourth hypothesis. Overall, this research emphasizes the importance of entrepreneurial orientation and the use of social media in improving

the marketing capabilities and performance of micro, small and medium enterprises (MSMEs) in West Kalimantan, although the role of social media is not always a significant factor. This research contributes to the literature on MSMEs by analyzing related factors that can affect the marketing capabilities and performance of MSMEs. The results of this analysis can be used by MSME actors as reference material for making decisions and considerations to improve performance and marketing capabilities by looking at the opportunities available after the factors are analyzed, this research also has a contribution to academia as a reference for further research. The results of this study provide significant implications. MSMEs are advised to increase their online presence and incorporate entrepreneurial strategies to strengthen their marketability. Understanding the key role of social media in improving MSME performance highlights the need for integrated digital-based business management. The findings also emphasize the importance of entrepreneurial initiatives in product and service development to enhance business sustainability. The implications provide a basis for government and financial institutions to develop support policies, including incentives or financial assistance, that can provide digital training and support entrepreneurship development, strengthening the MSME sector as a whole.

Based on the research results that have been presented, here are several suggestions for further research: a) Need for Further Study Regarding the Use of Social Media: Although the research results show that the use of social media does not have a significant influence on marketing performance in micro, small and medium enterprises in West Kalimantan, it is recommended to conduct further studies. These studies can understand more deeply how certain factors in social media use, such as the type of platform or content strategy used, can influence marketing performance. b) Deeper Analysis of Marketing Capabilities: Further studies can deepen understanding of the key elements included in marketing capabilities. A deeper analysis can help identify specific factors that influence marketing capabilities and how to improve them. c) Influence of External Factors: This study focuses on internal factors such as entrepreneurial orientation and the use of social media. Future research could involve external factors such as local economic conditions, competition in the market, or regulations that may also influence the marketing performance of small and medium enterprises. d) Testing Other Contexts: Engaging in comparable research across various areas or contexts can yield a more comprehensive comprehension of how entrepreneurial orientation, social media utilization, and marketing capabilities influence marketing performance. The relationship may be influenced by distinct variables specific to each region or sector. e) Consider Mediator or Moderator Variables: Future research can consider mediator or moderator variables that can influence the relationship between entrepreneurial orientation, social media use, marketing capabilities, and marketing performance of micro, small and medium enterprises (MSMEs). This can help better understand how these factors interact. f) Longitudinal Study: Using a longitudinal study approach to see how changes in entrepreneurial orientation, use of social media, and marketing capabilities can influence the marketing performance of micro, small and medium enterprises (MSMEs) over time in West Kalimantan. g) Expanding Sample and Data: Involving a more extensive and more diverse sample and using more detailed and up-to-date data can strengthen research results, by conducting further and in-depth research on this topic, you can provide more prosperous and more relevant insights for micro, small and medium business owners in West Kalimantan as well as the academic community and practitioners in marketing and entrepreneurship.

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