JURNAL ECONOMINA
e-ISSN: 2963-1181
Volume 5, Number 6, June 2026
Homepage: ejournal.45mataram.ac.id/index.php/economina

Enhancing SME Performance Through Social Media Marketing and Entrepreneurial Orientation: The Moderating Effect of Digital Capability

Ina Syarifah[1*], Eva Mirza Safitri[2], Bias Nur Elmira[3]
[1,2,3] Madiun State Polytechnic, Indonesia

**Corresponding Author: ina.syarifah@pnm.ac.id*

Article History

Received: 04-06-2026
Revised: 10-06-2026
Published: 30-06-2026

ABSTRACT

Small and medium enterprises (SMEs) in the food sector face increasing competitive pressure in the digital era. Yet, empirical evidence on how digital capability moderates the pathway from social media marketing and entrepreneurial orientation to firm performance remains limited. This study examines the influence of social media marketing and entrepreneurial orientation on competitive advantage and SME performance, with digital capability as a moderating variable. Drawing on Resource-Based View (RBV) and Dynamic Capability Theory, a quantitative cross-sectional survey was conducted among 250 food SME owners and managers in Madiun Residency, East Java, Indonesia. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4.0. The results indicate that social media marketing positively and significantly influences competitive advantage and SME performance. Entrepreneurial orientation positively and significantly influences competitive advantage (but does not directly and significantly influence SME performance, suggesting full mediation through competitive advantage. Digital capability significantly moderates the relationship between entrepreneurial orientation and competitive advantage but does not significantly moderate the relationship between social media marketing and competitive advantage. Competitive advantage positively and significantly influences SME performance. These findings contribute to the literature by providing empirical evidence of the boundary conditions under which entrepreneurial orientation enhances competitive advantage in food SMEs, with digital capability as a key moderating condition. In practice, this study offers strategic insights for food SME owners and policymakers on leveraging digital resources to achieve sustainable competitive advantage.

Keywords: Social Media Marketing; Entrepreneurial Orientation; Digital Capability; Competitive Advantage; SME Performance

INTRODUCTION

The rapid advancement of digital technology has fundamentally transformed the competitive landscape for small and medium enterprises (SMEs), particularly in the food sector. As of 2024, Indonesia has 221.56 million active internet users, of whom 120 million engage with social media, highlighting the significant role of digital platforms in shaping the business landscape for SMEs. In Madiun Residency, food SMEs constitute the largest segment of the local creative economy. Yet, many continue to struggle with leveraging digital resources strategically to strengthen their competitive position and business performance. This gap between digital opportunity and actual utilization motivates the present investigation (Rifani et al., 2025).

This study is grounded in two complementary theoretical frameworks. The Resource-Based View (RBV) proposed by Barney et al. (2001) posits that firms achieve sustainable competitive advantage through valuable, rare, inimitable, and non-substitutable resources, in which social media marketing capabilities represent a key strategic asset for food SMEs. Dynamic Capability Theory, introduced by Teece et al. (1997), extends RBV by emphasizing a firm's ability to integrate and reconfigure internal competencies in response to rapidly changing environments, providing the theoretical basis for understanding how digital capability conditions the effectiveness of marketing and entrepreneurial resources.

Social media marketing has emerged as one of the most accessible and cost-effective tools for SMEs to enhance visibility and customer engagement. Social media platforms enable SMEs to gather competitive intelligence about customers, competitors, and markets, while facilitating knowledge sharing that boosts creativity, efficiency, and goal achievement. Empirically, social media use significantly enhances marketing capabilities, which, in turn, significantly improves marketing performance among SMEs. In the Indonesian SME context, social media adoption has been shown to serve as a positive mediator between technological, organizational, and environmental capabilities and SME performance, suggesting that social media creates competitive distinctiveness (Ghazwani & Alzahrani, 2024; Hartiani et al., 2025; Mastintianto et al., 2025).

Beyond its indirect effects, social media marketing also directly influences firm performance. Social media significantly influences SME performance by improving marketing efficiency, strengthening customer relationships, and reducing operational costs, with digital marketing proven to have a significant effect on SME performance (Sapthiarsyah & Junita, 2024). Entrepreneurial orientation (EO), characterized by innovativeness, proactiveness, and risk-taking (Lumpkin & Dess, 1996; Miller, 1983), enables firms to identify and exploit market opportunities ahead of competitors. Entrepreneurial marketing and architectural innovation capability have been empirically confirmed to enhance competitive advantage and SME performance across multiple sectors. Furthermore, the use of competitive advantage as an intervening variable in the relationship between entrepreneurial orientation and SME performance is still rarely studied among Indonesian SMEs, representing a clear research gap (Sinaga, 2025; Siregar et al., 2024).

The direct relationship between entrepreneurial orientation and SME performance is among the most consistently supported in the entrepreneurship literature. A direct positive link exists between entrepreneurial orientation and SME performance in developing countries, where SMEs with higher levels of EO tend to perform better due to their tendency to seek new opportunities and make strategic decisions (Fan et al., 2021). Competitive advantage

serves as a critical pathway through which marketing activities and entrepreneurial behavior translate into measurable performance outcomes. Social media use and business performance in SMEs is mediated by relational social commerce capability and competitive advantage, confirming that competitive advantage plays a central bridging role. Competitive advantages through social media campaigns significantly enhance the effect of organizational competencies on SME performance, with social media emerging as an essential platform for boosting customer engagement (Jung & Shegai, 2023).

Digital capability, the ability of SMEs to effectively harness digital technologies, represents an underexplored boundary condition in this model. Digital capability substantially boosts entrepreneurial performance in SMEs, with opportunity capability serving as a critical mediator, underscoring the strategic importance of digital investment for SME growth. Moreover, digital capability in SMEs enhances operational efficiency, supports data-driven decision-making, and enables resource optimization, all of which are essential for achieving sustainable performance outcomes. The moderating role of digital capability is theoretically grounded in Dynamic Capability Theory: SMEs with stronger digital capability can better convert social media activities into strategic intelligence and differentiated offerings. Similarly, integrating entrepreneurial orientation with digital tools amplifies the positive relationship between entrepreneurial behavior and firm profitability. Despite these insights, the moderating role of digital capability on these relationships has not been empirically tested in the Indonesian food SME context (Mbama et al., 2025; Nurfauzan et al., 2026).

Prior literature reviews confirm the field's fragmented state. Research on digital marketing and SME performance remains fragmented, with three critical but disconnected themes identified: digital marketing and sustainable performance, innovation capabilities and entrepreneurial orientation, and social media engagement. Similarly, research on digital marketing capabilities and their role in enhancing SME innovation and performance is particularly fragmented in emerging markets. No prior study has integrated social media marketing, entrepreneurial orientation, digital capability, competitive advantage, and SME performance into a unified, moderated model within the Indonesian food SME context, thereby representing the core novelty of this study (Elkhoudary et al., 2026; Noer et al., 2025).

This study makes three contributions. First, it provides empirical evidence of the boundary conditions under which social media marketing and entrepreneurial orientation enhance competitive advantage. Second, it introduces digital capability as a moderating variable largely absent in prior SME performance models. Third, it enriches the contextual understanding of digital entrepreneurship in Indonesia's food SME sector in Madiun Residency.

METODOLOGY

Research Design

This study adopts a quantitative, cross-sectional survey design, which is appropriate for testing causal relationships among multiple variables simultaneously (Hair et al., 2019). The unit of analysis is the owner or manager of food SMEs who are directly responsible for digital marketing and business strategy decisions in Madiun Residency, East Java, Indonesia.

Population and Sample

The population consists of food SME owners and managers in Madiun Residency covering Kota Madiun, Kabupaten Madiun, Kabupaten Magetan, Kabupaten Ngawi, Kabupaten Ponorogo, and Kabupaten Pacitan, who actively use social media as a marketing tool. Purposive sampling was employed with the following criteria: (1) food sector SME operating for at least one year; (2) actively using at least one social media platform for marketing; and (3) respondent is the owner or directly involved manager. A total of 250 valid responses were obtained, exceeding the minimum sample size of 100 recommended for PLS-SEM models with up to three paths directed at a single construct (Hair et al., 2019).

Variable Operationalization and Measurement

All variables were measured using a five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). Instruments were adapted from validated prior studies as follows: Social Media Marketing (5 items) adapted from(Alalwan et al., 2017); Entrepreneurial Orientation (6 items) from Lumpkin & Dess, (1996) and Wales et al. (2020); Digital Capability (5 items) from Kim & Jin (2024) and Teece et al. (1997); Competitive Advantage (5 items) from Porter (1985) and Siregar et al. (2024); and SME Performance (5 items) from Wiklund & Shepherd (2005) and (Fan et al., 2021). The total instrument comprised 26 items.

Data Collection

Data were collected through a structured online questionnaire distributed via Google Form through SME associations, WhatsApp communities, and the Madiun Residency Cooperative and SME Agency (Dinas Koperasi dan UMKM). A pilot test with 30 respondents confirmed the instrument's validity and reliability prior to full distribution.

Data Analysis

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. SEM-PLS with SmartPLS is an appropriate analytical method for examining relationships among variables in SME research using structured Likert questionnaires. Analysis proceeded in two stages: (1) measurement model assessment evaluating convergent validity (loading ≥ 0.70, AVE ≥ 0.50), discriminant validity (HTMT < 0.85), and reliability (CR ≥ 0.70, $\alpha \geq 0.70$); and (2) structural model assessment using bootstrapping with 5,000 resamples to obtain path coefficients, t-statistics, and p-values. Moderating effects (H5, H6) were tested using the two-stage approach recommended by Hair et al. (2019). Common method bias was assessed using Harman's single-factor test (Hartiani et al., 2025).

RESULTS AND DISCUSSION

RESULTS

1. Respondent Profile

Table 1. Respondent Demographic Profile (n = 250)

Characteristic	Category	n	%
Gender	Male	98	39.2
	Female	152	60.8
Age	< 25 years	31	12.4
	25–35 years	87	34.8
	36–45 years	79	31.6
	> 45 years	53	21.2
Education	Senior High School	89	35.6
	Diploma	47	18.8
	Bachelor's Degree	98	39.2
	Postgraduate	16	6.4
Business Duration	1–3 years	72	28.8
	4–6 years	103	41.2
	> 6 years	75	30.0
Monthly Revenue	< IDR 5 million	91	36.4
	IDR 5–20 million	121	48.4
	> IDR 20 million	38	15.2
Social Media Used	Instagram	198	79.2
	TikTok	167	66.8
	Facebook	143	57.2
	WhatsApp Business	221	88.4

2. Measurement Model Assessment

Table 2. Outer Loadings, AVE, Composite Reliability, and Cronbach's Alpha

Construct	Item	Loading	AVE	CR	α
Social Media Marketing	SMM1	0.812	0.623	0.891	0.854
	SMM2	0.798			
	SMM3	0.821			
	SMM4	0.743			
	SMM5	0.786			
Entrepreneurial Orientation	EO1	0.804	0.611	0.903	0.876
	EO2	0.779			
	EO3	0.812			
	EO4	0.756			
	EO5	0.731			
	EO6	0.798			

Construct	Item	Loading	AVE	CR	α
Digital Capability	DC1	0.831	0.634	0.896	0.863
	DC2	0.812			
	DC3	0.754			
	DC4	0.798			
	DC5	0.821			
Competitive Advantage	CA1	0.823	0.619	0.889	0.851
	CA2	0.761			
	CA3	0.798			
	CA4	0.779			
	CA5	0.812			
SME Performance	SP1	0.843	0.641	0.898	0.869
	SP2	0.812			
	SP3	0.798			
	SP4	0.776			
	SP5	0.821			

All loadings > 0.70; AVE > 0.50; CR > 0.70; α > 0.70, convergent validity and reliability confirmed.

Table 3. HTMT Ratio for Discriminant Validity

	SMM	EO	DC	CA	SP
SMM	—				
EO	0.623	—			
DC	0.587	0.641	—		
CA	0.654	0.672	0.598	—	
SP	0.612	0.634	0.567	0.698	—

All HTMT values < 0.85 — discriminant validity confirmed.

3. Structural Model Assessment

Table 4. R-Squared and Predictive Relevance

Construct	R^2	R^2 Adjusted	Q^2
Competitive Advantage (Z)	0.487	0.471	0.298
SME Performance (Y)	0.523	0.508	0.321

R^2 competitive advantage = 0.487 (moderate-substantial); R^2 SME performance = 0.523 (moderate-substantial). Q^2 > 0 confirms predictive relevance.

Table 5. Direct Effect Hypothesis Testing

Hypothesis	Path	β	SE	T-Stat	P-Value	Decision
H1	SMM → CA	0.312	0.081	3.841	0.000	Supported
H2	SMM → SP	0.198	0.089	2.214	0.027	Supported
H3	EO → CA	0.387	0.085	4.562	0.000	Supported
H4	EO → SP	0.143	0.082	1.743	0.082	Not Supported
H7	CA → SP	0.453	0.087	5.231	0.000	Supported

t > 1.96, p < 0.05 indicates significance.

Table 6. Moderating Effect Hypothesis Testing

Hypothesis	Interaction Path	β	SE	T-Stat	P-Value	f^2	Decision
H5	SMM × DC → CA	0.108	0.071	1.524	0.128	0.021	**Not Supported**
H6	EO × DC → CA	0.221	0.083	2.673	0.008	0.089	**Supported**

Table 7. Indirect Effect and Mediation Analysis

Path	β Indirect	95% CI Lower	95% CI Upper	T-Stat	P-Value	Mediation
SMM → CA → SP	0.141	0.072	0.213	3.124	0.002	Partial mediation
EO → CA → SP	0.176	0.098	0.251	3.876	0.000	Full mediation

DISCUSSION

Social Media Marketing and Competitive Advantage (H1-Supported)

The supported H1 result confirms that social media marketing is a significant driver of competitive advantage among food SMEs in Madiun Residency. Social media platforms enable SMEs to gather competitive intelligence about customers, competitors, and markets, facilitating knowledge sharing that boosts creativity, efficiency, and goal achievement mechanisms that directly translate into competitive differentiation. Food SMEs that consistently produce relevant content, maintain active customer interaction, and leverage social media for market intelligence are better positioned to establish unique competitive positions consistent with RBV propositions (Barney, 1991). This finding aligns with Hartiani et al. (2025) and Marolt et al. (2022), who confirmed that social media marketing is a driver of competitive distinctiveness in SMEs (Ghazwani & Alzahrani, 2024).

Social Media Marketing and SME Performance (H2-Supported)

H2 is supported, confirming the direct positive influence of social media marketing on SME performance. Social media significantly influences SME performance by improving marketing efficiency, strengthening customer relationships, and reducing operational costs. In the food sector context of Madiun Residency, social media, particularly WhatsApp Business (88.4%) and Instagram (79.2%), have become a primary channel for order-taking, product promotion, and customer retention, directly contributing to revenue growth and customer base expansion (Sapthiarsyah & Junita, 2024).

Entrepreneurial Orientation and Competitive Advantage (H3-Supported)

H3 is supported, confirming that entrepreneurial orientation positively influences competitive advantage. Entrepreneurial marketing and architectural innovation capability have been empirically confirmed to enhance competitive advantage and SME performance across multiple sectors. Food SMEs in Madiun Residency with a strong entrepreneurial orientation, evidenced by continuous menu innovation, proactive identification of emerging food trends, and a willingness to compete with larger establishments, demonstrate systematically stronger competitive positions. This finding extends prior evidence from Siregar et al. (2024) to the food SME context in East Java (Siregar et al., 2024).

Entrepreneurial Orientation and SME Performance (H4-Not Supported)

The non-significant direct effect of entrepreneurial orientation on SME performance ($\beta = 0.143$, $t = 1.743$, $p = 0.082$) suggests that EO does not directly translate into performance outcomes without being mediated through competitive advantage. The mediation analysis confirms full mediation (β indirect = 0.176, 95% CI {0.098, 0.251}), indicating that the pathway from entrepreneurial orientation to SME performance operates entirely through competitive advantage. This finding is theoretically consistent with Porter's (1985) competitive advantage framework, which positions competitive distinctiveness as the necessary bridge between strategic orientation and performance. The use of competitive advantage as an intervening variable in the relationship between entrepreneurial orientation and SME performance is still rarely studied among Indonesian SMEs, and this study provides rare empirical evidence of full mediation in the food SME context (Sinaga, 2025).

Moderating Effect of Digital Capability (H5-Not Supported; H6-Supported)

The non-significant moderating effect of digital capability on the relationship between social media marketing and competitive advantage (H5: $\beta = 0.108$, $t = 1.524$, $p = 0.128$) suggests that the effectiveness of social media marketing in building competitive advantage does not vary significantly by digital capability level among food SMEs in Madiun Residency. This may be attributed to the relatively homogeneous levels of digital capability among respondents, with most food SME owners using social media primarily for basic promotional activities regardless of their digital proficiency. Internal capabilities have a greater influence on SME business performance than digital marketing orientation alone, suggesting that other factors, such as product quality and service consistency, may be more critical boundary conditions in this context.

In contrast, H6 is supported, confirming that digital capability significantly moderates the relationship between entrepreneurial orientation and competitive advantage ($\beta = 0.221$, $t = 2.673$, $p = 0.008$). Integrating entrepreneurial orientation with digital tools amplifies the positive relationship between entrepreneurial behavior and firm profitability, and this study provides direct evidence that food SME owners who combine strong entrepreneurial orientation with high digital capability are significantly more effective in translating their innovative and proactive behaviors into tangible competitive advantages. This finding extends Kim & Jin (2024) by demonstrating the moderating rather than mediating role of digital capability in the EO competitive advantage relationship (Mbama et al., 2025).

Competitive Advantage and SME Performance (H7-Supported)

H7 is strongly supported ($\beta = 0.453$, $t = 5.231$, $p = 0.000$), confirming competitive advantage as the strongest direct predictor of SME performance in this model. Competitive

advantage plays a central role in translating digital marketing activities into business performance results in SMEs. Competitive advantages from social media campaigns significantly enhance the impact of organizational competencies on SME performance, making them an essential platform for boosting customer engagement. Food SMEs in Madiun Residency that successfully build competitive distinctiveness through product uniqueness, pricing strategy, and service quality are systematically rewarded with superior performance outcomes (Al-Haddad et al., 2025).

Theoretical and Practical Implications

Theoretical Implications.

This study makes three contributions. First, it extends the RBV by demonstrating that social media marketing and entrepreneurial orientation function as strategic resources that generate competitive advantage in food SMEs. Second, it advances Dynamic Capability Theory by revealing that digital capability moderates the EO–competitive advantage relationship but not the SMM–competitive advantage relationship, suggesting context-specific boundary conditions. Third, this study addresses the fragmented state of digital marketing and SME performance research by integrating digital marketing, entrepreneurial orientation, and innovation capabilities into a unified empirical model (Elkhoudary et al., 2026b; Noer et al., 2025).

Practical Implications.

For food SME owners in Madiun Residency, the findings suggest that investment in entrepreneurial behaviors, particularly innovation in products and proactiveness in market sensing, should be accompanied by deliberate digital capability development to maximize competitive advantage. Digital marketing competencies such as analytics, customer relationship management, and social media interaction drive entrepreneurial innovation and organizational performance, suggesting that capability development is as important as platform adoption. For policymakers and Dinas Koperasi dan UMKM in Madiun Residency, these findings highlight the need for structured digital literacy programs targeting food SME operators, particularly in data analytics and digital platform management (Elkhoudary et al., 2026b).

CONCLUSION

This study examined the influence of social media marketing and entrepreneurial orientation on competitive advantage and SME performance, with digital capability as a moderating variable, among 250 food SME owners and managers in Madiun Residency, East Java, Indonesia. Using PLS-SEM analysis, five of seven hypotheses were supported. Social media marketing positively influences both competitive advantage (H1) and SME performance (H2). Entrepreneurial orientation positively influences competitive advantage (H3) but does not directly influence SME performance (H4 not supported), with full mediation through competitive advantage confirmed. Digital capability significantly moderates the EO competitive advantage relationship (H6) but not the SMM competitive advantage relationship (H5 not supported). Competitive advantage is confirmed as the strongest predictor of SME performance (H7).

The primary theoretical contribution of this study is to demonstrate the context-specific moderating role of digital capability, which amplifies the effect of entrepreneurial orientation but not that of social media marketing on competitive advantage among food

SMEs. This nuanced finding challenges the assumption that digital capability uniformly moderates all digital marketing activities and calls for more fine-grained investigation of boundary conditions in SME performance models.

Limitations and Future Research. This study has three limitations. First, the cross-sectional design limits causal inference; longitudinal designs are recommended for future research. Second, the sample is limited to Madiun Residency food SMEs, restricting generalizability across sectors and regions. Third, future studies could explore additional moderating variables, such as market turbulence, government support, or human capital, to further specify the model's boundary conditions.

REFERENCES

Alalwan, A. A., Rana, N. P., Dwivedi, Y. K., & Algharabat, R. (2017). Social media in marketing: A review and analysis of the existing literature. In *Telematics and Informatics* (Vol. 34, Number 7, pp. 1177–1190). Elsevier Ltd. https://doi.org/10.1016/j.tele.2017.05.008

Al-Haddad, S., Sharabati, A. A. A., Nasereddin, A. Y., El-Hafez, A., & Al-Rawashdeh, R. (2025). The Impact of Logistical Competences on Organizational Performance in Small and Medium Enterprises Moderated by Competitive Advantages in Social Media Campaigns. *Sustainability (Switzerland)*, *17*(13). https://doi.org/10.3390/su17135944

Barney, J., Wright, M., & Ketchen, D. J. (2001). The resource-based view of the firm: Ten years after 1991. *Journal of Management*, *27*(6), 625–641. https://doi.org/10.1177/014920630102700601

Elkhoudary, A., Yadav, J. K., & Alam, M. M. D. (2026a). Digital marketing capabilities as drivers of SME innovation and performance: a systematic literature review and research agenda for emerging economies. In *Humanities and Social Sciences Communications* (Vol. 13, Number 1). Springer Nature. https://doi.org/10.1057/s41599-026-07126-x

Elkhoudary, A., Yadav, J. K., & Alam, M. M. D. (2026b). Digital marketing capabilities as drivers of SME innovation and performance: a systematic literature review and research agenda for emerging economies. In *Humanities and Social Sciences Communications* (Vol. 13, Number 1). Springer Nature. https://doi.org/10.1057/s41599-026-07126-x

Fan, M., Qalati, S. A., Khan, M. A. S., Shah, S. M. M., Ramzan, M., & Khan, R. S. (2021). Effects of entrepreneurial orientation on social media adoption and SME performance: The moderating role of innovation capabilities. *PLoS ONE*, *16*(4 April 2021). https://doi.org/10.1371/journal.pone.0247320

Ghazwani, S. S., & Alzahrani, S. (2024). The Use of Social Media Platforms for Competitive Information and Knowledge Sharing and Its Effect on SMEs' Profitability and Growth through Innovation. *Sustainability (Switzerland)*, *16*(1). https://doi.org/10.3390/su16010106

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. In *European Business Review* (Vol. 31, Number 1, pp. 2–24). Emerald Group Publishing Ltd. https://doi.org/10.1108/EBR-11-2018-0203

Hartiani, H., Zainuddin, M., & Rahadi, I. (2025). The Role of Social Media in Improving the Marketing Performance of SMEs. *IQTISHODUNA*, *21*(2), 135–155. https://doi.org/10.18860/iq.v21i2.33098

Jung, S. U., & Shegai, V. (2023). The Impact of Digital Marketing Innovation on Firm Performance: Mediation by Marketing Capability and Moderation by Firm Size. *Sustainability (Switzerland)*, *15*(7). https://doi.org/10.3390/su15075711

Kim, J., & Jin, W. (2024). Impact of digital capabilities on entrepreneurial performance in SMEs. *Journal of Innovation and Knowledge*, *9*(4). https://doi.org/10.1016/j.jik.2024.100609

Lumpkin, G. T., & Dess, G. G. (1996). Clarifying the Entrepreneurial Orientation Construct and Linking It to Performance. In *Source: The Academy of Management Review* (Vol. 21, Number 1). http://www.jstor.orgURL:http://www.jstor.org/stable/258632Accessed:30/06/200809:17

Mastintianto, D., Meutia, E., Wijaya, L., Ng, K. C., & Phungpumkaew, H. (2025). Crafting Digital Pathways: The Interplay of Social Media Adoption and MSME Performance in Indonesia's Fashion Sector. *International Journal of Asian Business and Information Management*, *16*(1). https://doi.org/10.4018/IJABIM.371421

Mbama, L. I., Onu, C. A., Esator, G., O., & Ijirsssmt |. (2025). Entrepreneurial Orientation and Performance of Selected Small and Medium Enterprises (SMEs) in Lagos State, Nigeria IJIRSSSMT https://internationalpolicybrief.org/international-journal-of-innovative-research-in-social-sciences-strategic-management-techniques-volume-11-number-1. *International Journal of Innovative Research in Social Sciences and Strategic Management*, *11*(1). https://doi.org/10.48028/iiprds/ijirsssmt.v11.i1.28

Miller, D. (1983). The Correlates of Entrepreneurship in Three Types of Firms. *Management Science*, *29*(7), 770–791. https://doi.org/10.1287/mnsc.29.7.770

Noer, M. Y., Chan, A., Tresna, P. W., & Purbasari, R. (2025). Digital marketing and sustainable innovation in SMEs through bibliometric and systematic review. In *Cogent Business and Management* (Vol. 12, Number 1). Cogent OA. https://doi.org/10.1080/23311975.2025.2548953

Nurfauzan, M. I., Kuncoro, E. A., Simamora, B. H., & Bandur, A. (2026). Digital capability as a bridge between leadership, entrepreneurial ambidexterity, and sustainable performance: the role of government support in SMEs. *Frontiers in Human Dynamics*, *8*. https://doi.org/10.3389/fhumd.2026.1797802

Porter, M. E. (1985). *Technology and Competitive Advantage*.

Rifani, S. K., Arif, N. F., Setya Wijaya, R., & Rahman, F. H. (2025). The Impact of Digital Marketing, Market Orientation, Entrepreneurial Competencies, and Entrepreneurship Characteristics on the Fashion MSMEs Performance in Yogyakarta. *International Journal of Applied Business & International Management (IJABIM*, *10*(1), 84–102. https://doi.org/10.32535/ijabim.v10i1.3879

Sapthiarsyah, F. M., & Junita, D. (2024). Pengaruh Penggunaan Media Sosial dan Pemasaran Digital Terhadap Kinerja UMKM. *Jurnal Ilmiah Ekonomi Dan Bisnis*, *21*(2), 330–337.

Sinaga, G. J. M. (2025). Social Media and Market Orientation in SMEs Performance: Competitive Advantage as Mediating Factor. *KINERJA*, *29*(1), 91–113. https://doi.org/10.24002/kinerja.v29i1.9519

Siregar, M. Y., Lubis, A. N., Absah, Y., & Gultom, P. (2024). Increasing the competitive advantage and the performance of SMEs using entrepreneurial marketing architectural innovation capability in North Sumatra, Indonesia. *Uncertain Supply Chain Management*, *12*(2), 965–976. https://doi.org/10.5267/j.uscm.2023.12.011

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, *18*(7), 509–533. https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z

Wales, W. J., Covin, J. G., & Monsen, E. (2020). Entrepreneurial orientation: The necessity of a multilevel conceptualization. *Strategic Entrepreneurship Journal*, *14*(4), 639–660. https://doi.org/10.1002/sej.1344

Wiklund, J., & Shepherd, D. (2005). Entrepreneurial orientation and small business performance: A configurational approach. *Journal of Business Venturing*, *20*(1), 71–91. https://doi.org/10.1016/j.jbusvent.2004.01.001