

## **Improving the Performance of West Java Micro Businesses: The Dual Role of Entrepreneurial Marketing and Digital Marketing**

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### **Abstract**

*This study examines the impact of entrepreneurial marketing on the performance of micro-enterprises in West Java, specifically focusing on the mediating role of digital marketing in this relationship. Using a causal quantitative design, data were collected through a Likert-scale questionnaire distributed to micro-enterprises. The analysis included tests for validity and reliability, difference tests, and mediation tests using sobel and bootstrap procedures. The conceptual framework identifies entrepreneurial marketing which encompasses proactivity, innovation, calculated risk-taking, opportunity orientation, and customer focus as an independent variable that is expected to directly enhance micro enterprise performance and encourage the adoption of digital marketing practices. Digital marketing is defined in terms of the use of social media, marketing content production, digital customer relationship management (CRM), e-commerce platforms, and digital payment systems, all aimed at expanding market reach and improving operational efficiency. The research findings are expected to reveal: (1) a positive influence of entrepreneurial marketing on performance; (2) a positive influence of digital marketing on performance; (3) an impact of entrepreneurial marketing on the adoption of digital marketing; and (4) a mediating role for digital marketing in the relationship between entrepreneurial marketing and micro-enterprise performance.*

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## **1. INTRODUCTION**

The micro, small and medium enterprise sector plays a role in the Indonesian economy, contributing more than 60% of the Gross Domestic Product and absorbing 97% of the total workforce. Based on its classification, micro-enterprises dominate at 63.96 million units (99.6%) of the total of approximately 66 million MSME units, while small businesses account for 93,959 units (0.3%) and medium businesses account for 44,728 units (0.07%) (Indonesian Chamber of Commerce and Industry, 2025). The majority of micro-enterprises frequently face classic operational constraints, such as limited access to financing, narrow market share, and traditional business practices that hinder growth (Susanto et al., 2023). To improve competitiveness and financial performance, micro-enterprises need to adopt more innovative and efficient marketing strategies to maintain and improve their performance (Ramadan et al., 2025). Conventional marketing methods are often costly (Paranoan et al., 2022) and implement strategies that are difficult for micro-entrepreneurs to understand (Fauzi et al., 2023), therefore, they are considered less appropriate for their business context. This situation has prompted the need for an entrepreneurial marketing concept as a more relevant alternative. Unlike traditional

approaches, entrepreneurial marketing emphasizes entrepreneurial traits such as proactive initiative, innovation, and the courage to take calculated risks (Ali Azam et al., 2024). This approach also emphasizes the creation of customer-focused service value and the utilization of strong social networks to optimize available resources (Elgarhy & Abou-Shouk, 2023).

West Java is recorded as one of the provinces with the largest number of MSME units in Indonesia (Apriliani, 2022). The high number of existing micro-businesses has created a highly competitive market dynamic, thus requiring the implementation of more adaptive marketing strategies (Sayudin, 2023). The synergy of marketing approaches, entrepreneurial spirit, and technological developments provides a new perspective (Lyubanova et al., 2021), particularly for micro-enterprise development efforts in West Java. In this context, the entrepreneurial marketing approach becomes relevant because it offers a framework that is flexible and responsive to change, with an emphasis on innovation, proactive attitudes, and the courage to take risks to recognize and exploit market opportunities (Alqahtani & Uslay, 2020; Sadiku-Dushi et al., 2019). However, the effectiveness of this approach in the digital era is largely determined by the extent to which integration with digital marketing is carried out, given its crucial role in expanding market reach (Forghani et al., 2022; Rumangkit & Nusantara, 2023; Vuttichat & Patchara, 2023). This study proposes a conceptual model that examines the impact of entrepreneurial marketing on micro-business performance, with digital marketing as a bridge. While various studies have addressed each of these approaches separately, this study specifically highlights the synergy between the two in driving improved micro-enterprise performance in West Java. Thus, this study is expected to bridge the gap in the existing literature and provide scientific contributions and practical guidance for micro-enterprises in the region.

The concept of entrepreneurial marketing combines entrepreneurial characteristics with adaptive, agile, and creative marketing practices (Alqahtani & Uslay, 2020). This theoretical model emphasizes dimensions such as proactivity, calculated risk-taking, innovation, opportunity orientation, customer intensity, resource utilization, and value creation (Deku et al., 2023; Sadiku-Dushi et al., 2019; Zahara et al., 2023). This theoretical framework is relevant to the resource-based view (RBV) and dynamic capabilities models, which emphasize resource uniqueness and adaptability as sources of competitive advantage.

Digital marketing is defined as the application of digital-based marketing strategies to strengthen online media presence, attract consumers, and drive purchasing decisions (Forghani et al., 2022; Hien & Nhu, 2022). These dimensions include digital reach, audience action/interaction, conversion, engagement, marketing content utilization, digital CRM, and e-commerce platforms (Rumangkit & Nusantara, 2023; Vuttichat & Patchara, 2023). Theories frequently used to explain DM adoption are the theory of planned behavior (TPB) and the technology acceptance model (TAM), which emphasize perceived usefulness and ease of use as drivers of adoption (Phuong Dung et al., 2023; Selviasari & Sudarmiatin, 2024), thus entrepreneurial behavior can be a predictor of digital media use.

Performance is defined as the end result (Schlickmann & Bortoluzzi, 2023) from a strategic process, which is supported by three theoretical approaches, including effectuation theory which talks about performance which is the result of exploiting opportunities, the theory service dominant logic which explains that performance results are the result of the ability to integrate existing resources, as well as contingency theory which states that performance is the result of the ability to utilize market turbulence, technology, and competition (Alqahtani & Uslay, 2020). Evaluation results of profitability, productivity, market share, operational efficiency, and competitiveness can be used as a reference in performance assessment, so these factors are measures of micro-enterprise business performance (Selviasari & Sudarmiatin, 2024). Performance in the micro enterprise concept is defined as the entrepreneur's ability to achieve increased sales, customer satisfaction and

loyalty, increased market share, profitability, and operational efficiency (Zahara et al., 2023), which is supported by Liliyan's (2020) research, which added factors such as strengthening market position and customer acquisition.

## 2. METHOD

A causal quantitative approach was used to test the entrepreneurial marketing hypothesis on performance and the role of digital marketing as a mediator. Causality analysis, sobel mediation, and bootstrap analyses were used to test the direct and indirect paths in the model (Bougie & Sekaran, 2020; Hair et al., 2022). The study population was West Java micro enterprises, with a reference population of 3,935,500 micro enterprises (Indonesian Chamber of Commerce and Industry, 2025). The minimum sample size was 125 West Java micro entrepreneurs, based on the Yamane formula and Hair et al.'s approach (Chanuan et al., 2021; Hair et al., 2022). The sampling technique used was nonprobability purposive sampling, with the criteria of micro enterprises with a maximum annual turnover of 2 billion IDR and operating in the West Java region.

The questionnaire based measurement instrument consists of 25 items; 14 items EM (EMP1–EMVC14), 6 items DM (DMO15–DMEDP20), and 5 items of Performance (K21–K25). The items were adopted and adapted from previous studies (Forghani et al., 2022; Vuttichat & Patchara, 2023; Zahara et al., 2023) (Boonmalert et al., 2021; Forghani et al., 2022; Zahara et al., 2023), as presented in the following table.

Table 1. Research Instrument

<i>Construct</i>	<i>Item</i>	<i>Measurement</i>	<i>Sources</i>
<i>Entrepreneurial marketing</i>	EMP1	Quickly identify trend changes	(Zahara et al., 2023)
	EMP2	Initiatives in product innovation	
	EMRT3	Initial risk evaluation capabilities	
	EMRT4	Courage to try new strategies	
	EMIN5	New product – service development	
	EMIN6	Creativity in product-service introduction	
	EMOF7	Active market research	
	EMOF8	Quick response to opportunities	
	EMRL9	Collaboration with partners	
	EMRL10	Use of technology for efficiency	
	EMCI11	Direct interaction with customers	
	EMCI12	Product customization according to preferences	
	EMVC13	Product differentiation	
	EMVC14	Offer clear and relevant benefits	
<i>Digital Marketing</i>	DMO15	Utilization of social media	(Forghani et al., 2022; Vuttichat & Patchara, 2023)
	DMO16	Utilization of marketing content	
	DMCRM17	Proactive customer-platform interaction	
	DMCRM18	Customer personalization data analysis	
	DMEDP19	Marketing-Sales with platform e-commerce	
	DMEDP20	Digital Payment Variations	
<i>Performance</i>	P21	Profitability/Sales	(Liliyan, 2020; Selviasari & Sudarmiatin)
	P22	Productivity/Customer satisfaction	
	P23	Increased market share	
	P24	Operational efficiency	
	P25	Strengthening customer engagement	

Construct	Item	Measurement	Sources
			, 2024; Zahara et al., 2023)

Source: Data literature collection

Primary data collection was conducted through an online questionnaire, which was carried out for 2 months, November - December 2025. Respondent consent and data anonymization were ensured in accordance with research ethics (Bougie & Sekaran, 2020).

The data analysis process begins with data normality with the requirement of skewness <1; PCA (principal component analysis) data validity with the requirement of KMO value  $\geq 0.6$ ; bartlett's test sig  $\leq 0.05$ ; loading factor  $\geq 0,4$  (higher the better) and cumulative total variance  $\geq 0.5$  (50%), the purpose of which is to ensure the suitability of the model, the relationship matrix, the suitability of the measurement instrument, and the ability of the factors to explain the magnitude of the variance value (Hidayat, 2024). Furthermore, the croanbach's alpha reliability test requires a minimum requirement of  $> 0.6$  to explain the consistency of the measurement of research indicators, which is then strengthened by the model suitability test with GFI  $\geq 0.80$ ; CFI and TLI  $\geq 0.90$ ; CMIN/DF  $\geq 3$  (Gunawan et al., 2022);(Hidayat, 2024), as well as the t-test and Sobel mediation test to test the relationship between the hypothesized variables (Zahara et al., 2023) like the following.

H1: Entrepreneurial marketing influences the performance.

H2: Digital marketing influences the performance.

H3: Entrepreneurial marketing influences digital marketing.

H4: The influence of entrepreneurial marketing on the performance, mediated by digital marketing.

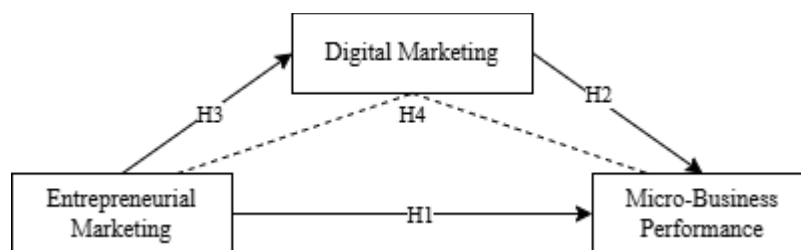


Figure 1. Research Model

The model shows the argument that entrepreneurial marketing directly affect the performance of micro-enterprises, but the impact is also channeled through digital marketing. Digital marketing, which includes the use of marketing online, customer relationship management (CRM) and utilization e-commerce digital platform (Forghani et al., 2022; Vuttichat & Patchara, 2023) acts as a crucial mediator. Entrepreneurial marketing encourage micro businesses to actively adopt and utilize digital tools, such as sales platforms online (Apriliani, 2022) and relevant content (Rumangkit & Nusantara, 2023), to increase market reach and efficiency. Ultimately, this effective digital adoption strengthens business performance, as measured by increased sales, customer satisfaction, market share, profitability, operational efficiency, and strengthening market position (Liliyan, 2020; Zahara et al., 2023). This framework comprehensively outlines how the synergy between entrepreneurial strategy and effective digital implementation plays a crucial role in improving micro-enterprise business outcomes (Selviasari & Sudarmiatin, 2024; Zahara et al., 2023). Based on this, the following research model was developed.

### 3. RESULTS AND DISCUSSION

#### 3.1 RESULTS

The discussion of the research results will begin with a description of the demographic profile, followed by data validity, hypothesis testing, and a discussion of the research. Based on a sample size of 163 respondents, the following table summarizes the respondent profiles.

Table 2. Demographic Profile

<b>Profil</b>	<b>Frecuency</b>	<b>Percentage</b>
<b>Gender</b>	<b>F</b>	<b>%</b>
Male	108	66,26%
Female	55	33,74%
Total	63	100 %
<b>Age</b>	<b>F</b>	<b>%</b>
< 25 years	32	19,63%
25 - 34 years	33	20,25%
35 - 44 years	33	20,25%
45 - 54 years	32	19,63%
> 55 years	33	20,25%
Total	164	100 %
<b>Educational Bacground</b>	<b>F</b>	<b>%</b>
Elementary School	36	22,09%
Junior High School	19	11,66%
High School	36	22,09%
Diploma	18	11,04%
Bachelor's Degree	36	22,09%
Master's Degree	18	11,04%
Total	163	100 %
<b>Business Sector</b>	<b>F</b>	<b>%</b>
Services	36	22,09%
Culinary	36	22,09%
Trade	54	33,13%
Agriculture	18	11,04%
Fashion	19	11,66%
Sum	163	100%
<b>Income in year</b>	<b>F</b>	<b>%</b>
Under 50 million IDR	54	33,13%
50 to 300 million IDR	55	33,74%
300 million to 2 billion IDR	54	33,13%
Total	163	100%
<b>Entrepreneur motivation</b>	<b>F</b>	<b>%</b>
Income	65	39,88%
Family Business	33	20,25%
Hobbies	33	20,25%
Employment	32	19,63%
Sum	163	100%

Source: Processing data 2026

The demographic distribution of the sample shows representative but quite heterogeneous characteristics, where the majority of respondents are male 108 people (66.26%), the remaining 55 women (33.74%) with a relatively even age distribution across five age groups (<25; 25–34; 35–44; 45–54; >55) each at a proportion of 19%–20%. The educational background of respondents varies from elementary to postgraduate level, with a balanced proportion between elementary, secondary and undergraduate education, each as many as 35 individuals or 22.09%, which indicates that entrepreneurial activities are carried out by individuals from various educational backgrounds. From the micro business sector, trading activities occupy the largest portion, namely 33.13%, followed by micro service and culinary businesses, each with 22.09%. The annual income level is relatively even between categories below 50 million rupiah, 50–300 million rupiah, and 300 million–2 billion rupiah at a proportion of 33%, which shows that the distribution of income is evenly different in the micro business group. Entrepreneurial motivation is dominated by the need to earn income (39.88%), followed by the continuation of family businesses and hobbies (20.25%), then the desire to create employment (19.63%). These results indicate that income motives are the main factor.

The next process is data quality processing which begins with data normality which shows a range of skewness values of 0.160-0.183 for 14 EM instruments, 0.022-0.203 for DM, 0.037-0.154 for P, so that all data are normal with a skewness value of <1. Then the validity test of the PCA approach shows that all data is valid with KMO 0.965 > 0.5; Bartlett's test sig 0.00 ≤ 0.05; cumulative total variance 0.832 ≥ 0.50; and the loading factor value on all instruments > 0.4 as in the following table combined with the Crohn's alpha reliability test > 0.6

Table 3. Validity-loading factor and reliabilty-croanbachs alpha

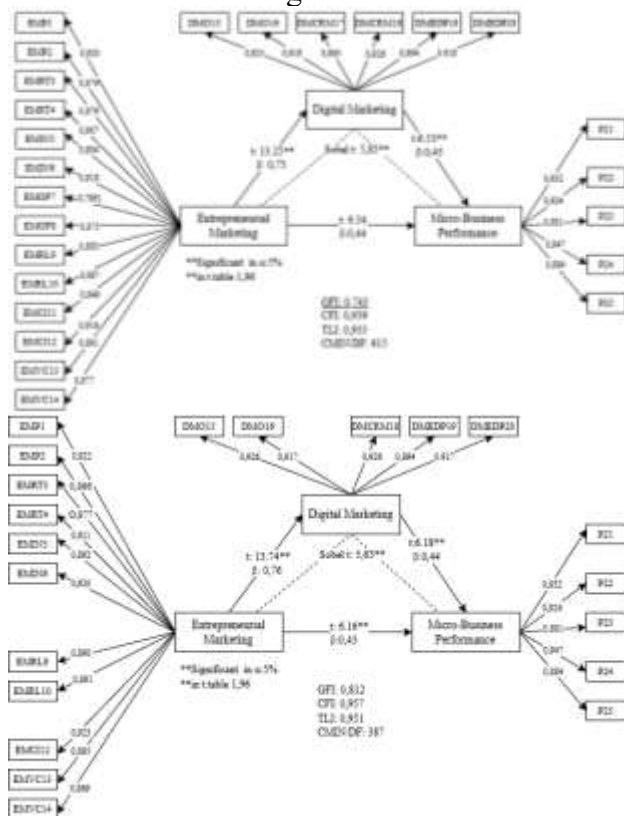
Indicator	Component			Croanbach Alpha
	1	2	3	
EMP1	0,814			0.981 > 0,6 (Reliable)
EMP2	0,805			
EMP3	0,795			
EMP4	0,807			
EMP5	0,812			
EMP6	0,802			
EMP7	0,792			
EMP8	0,805			
EMP9	0,773			
EMP10	0,811			
EMP11	0,803			
EMP12	0,786			
EMP13	0,794			
EMP14	0,770			
DMO15		0,804		0.965 > 0,6 (Reliable)
DMO16		0,805		
DMCRM17		0,775		
DMCRM18		0,799		
DMEDP19		0,784		
DMEDP20		0,846		

Indicator	Component			Croanbach Alpha
	1	2	3	
P21	0,419		0,750	0.961 > 0,6 (Reliable)
P22			0,793	
P23	0,406		0,725	
P24			0,793	
P25			0,800	

Source: data processing 2026

The table above shows that all instruments in the study were valid and reliable, demonstrating the accuracy and consistency of the measurement tools used to represent the research variables. Next, a comprehensive model feasibility test was conducted to ensure the adequacy of the model and instruments, as well as to test the research hypotheses, as can be seen in the following figure.

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(a).Pre Data Reduction

(b).After Data Reduction

Figure 2. Testing Model and hypothesis

Figure 2 illustrates the model evaluation process before and after data reduction. In the initial stage, although the instrument was declared content-appropriate, the model fit value did not meet the criteria, so it was decided to eliminate indicators with low convergent values (items 7, 8, 11, and 15). After this elimination, there was an increase in model fit, as seen from the GFI value of 0.812., CFI = 0,957, TLI = 0,957, and the CMIN/DF ratio meets the required threshold, so this indicates that the factor structure is more stable and the path estimate between the EM → DM → Performance variables. This step is supported by previous data quality checks (normality SK <1, KMO = 0.965, significant Bartlett's, high cumulative variance, and Cronbach's alpha > 0.6), so that

direct and mediation hypothesis testing in the refined model can be interpreted with greater confidence.

Next is the hypothesis testing which shows that the t-test of the entrepreneurial marketing model on the performance of micro businesses (H1) shows a t value of 6.16 > 1.96, so based on these results it is stated that entrepreneurial marketing has a positive effect on increasing the performance of micro businesses by 0.43 (43%). Furthermore, regarding the use of digital marketing on performance (H2) shows a t value of 6.18 > 1.96, which shows that digital marketing has an effect on increasing the performance of micro businesses by 0.44. Then entrepreneurial marketing on the use of digital marketing (H3) shows a t value of 13.74 > 1.96 which shows that entrepreneurial marketing influences the increase in digital marketing usage behavior by 0.76 (76%). Then finally, the test of entrepreneurial marketing mediation on performance through the use of digital marketing (H4) shows the t-test of the Sobel test of 5.63 > 1.96, which means that digital marketing is able to positively mediate the influence of entrepreneurial marketing on performance of 0.334 (33.4%) which is obtained from the interaction between the influence of EM to DM with DM influence to P (0,76 x 0,44).

### 3.2 DISCUSSION

Entrepreneurial marketing practices such as proactivity, product innovation, opportunity orientation, and network utilization directly improve micro-business performance indicators (sales, profitability, market share, and efficiency). This finding is consistent with resource based view (RBV) which emphasizes that unique capabilities are a source of competitive advantage, as well as the theory dynamic capabilities which emphasizes adaptability and resource reconfiguration as performance drivers (Zahara et al., 2023). Empirical evidence supports the argument that entrepreneurial capabilities are more effective when combined with digital capabilities, thus enriching the literature on RBV and dynamic capabilities in the context of MSMEs, particularly West Javanese micro-enterprises.

The use of digital channels such as social media, marketing content, digital CRM, e-commerce platforms, and digital payments can increase market reach, customer engagement, and conversion, thus positively impacting performance. This is in line with research by Boonmalert et al., (2023); Forghani et al., (Forghani et al., 2022) on digital marketing, which explains the mechanisms by which digital marketing elements can increase conversion and operational efficiency. This is in line with the positive coefficient results of digital marketing on improving the performance of micro-enterprises in West Java.

Entrepreneurial attitudes and practices encourage micro-entrepreneurs to adopt digital marketing tools, thus EM serves as a predictor of technology adoption behavior. These results support the implementation of theory of planned behavior (TPB) and technology acceptance model (TAM) in the context of micro-enterprises, where perceived usefulness and ease of use (core TAM/TPB) are influenced by entrepreneurial behavior, thereby increasing DM adoption (Phuong Dung et al., 2023; Selviasari & Sudarmiatin, 2024). The role of EM as a predictor of DM adoption strengthens the relevance of TPB/TAM to explain technological behavior in micro-enterprises with limited resources.

Approximately one-third of the influence of EM on performance is channeled through DM, suggesting that the integration of entrepreneurial and digital capabilities results in greater synergistic effects. The proposed mediation framework is supported by the combined EM–DM literature and effectuation and service-dominant logic theories, which explain how opportunity exploitation and resource integration (including digital

platforms) lead to improved performance (Alqahtani & Uslay, 2020; Zahara et al., 2023). The mediation findings provide quantitative evidence that DM is a critical pathway bridging entrepreneurial strategy and business outcomes, complementing previous studies that separate EM and DM.

#### 4. CONCLUSION

Empirical evidence shows that entrepreneurial marketing directly drives performance improvements in West Javanese micro-enterprises and simultaneously encourages the desire to adopt digital marketing, making the use of digital media an important channel that strengthens the impact of entrepreneurial marketing strategies. Theoretically, these findings strengthen the resource-based view and dynamic capabilities frameworks by emphasizing that the combination of entrepreneurial and digital capabilities creates competitive advantage, and are in line with the behavioral theory of technology adoption that explains how entrepreneurial attitudes influence technology acceptance in the marketing field. From a practical perspective, these results recommend that micro-enterprise capacity-building interventions integrate entrepreneurial marketing training with increased digital literacy and access, as well as supporting policies that facilitate the adoption of digital platforms and technology based customer relationship management to improve sales, operational efficiency, and market position. Further research is recommended to explore contingency conditions and moderating variables that can enrich the understanding of the synergistic mechanisms between the two approaches.

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