

# Entrepreneurial Competence, Market Orientation, and Digital Literacy Impact on MSME Culinary Marketing Performance in Indonesia

*Mediating Market  
Orientation and  
Digital Literacy*

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## **ABSTRACT**

*Micro, Small, and Medium Enterprises (MSMEs) are key drivers of economic growth, including in Sukabumi Regency, Indonesia, yet they face challenges in sustaining growth and enhancing competitiveness. This study examines the interplay of entrepreneurial competence, market orientation, and digital literacy in influencing MSME marketing performance. Employing a quantitative design, data were gathered from 370 MSME entrepreneurs via survey questionnaires. The analysis applied descriptive statistics and Structural Equation Modeling using the Partial Least Square (SEM-PLS) method to test hypotheses and explore relationships among variables. Findings reveal that entrepreneurial competence significantly affects marketing performance, both directly and indirectly through market orientation. Digital literacy strengthens the positive relationship between entrepreneurial competence and marketing performance. However, contrary to expectations, digital literacy does not significantly moderate the effect of market orientation on marketing performance. These results underscore the importance of entrepreneurial skills and digital capabilities in improving marketing outcomes. The study offers valuable implications for policymakers and support institutions to develop targeted programs that enhance entrepreneurial competence and digital literacy among MSMEs. Its originality lies in the integrated analysis of mediating and moderating effects, providing deeper insights into the determinants of marketing success in the MSME culinary sector.*

**Keywords:** *Digital Literacy, Entrepreneurial Competency, Market Orientation, Marketing Performance, SMEs.*

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## ABSTRAK

Usaha Mikro, Kecil, dan Menengah (UMKM) memainkan peran penting dalam perekonomian di seluruh dunia, termasuk Kabupaten Sukabumi, Indonesia, yang menghadapi tantangan unik dalam mencapai pertumbuhan dan daya saing yang berkelanjutan. Studi ini mengeksplorasi interaksi dinamis antara kompetensi kewirausahaan, orientasi pasar, dan literasi digital serta dampak kolektifnya terhadap kinerja pemasaran UMKM. Kuesioner survei kuantitatif diberikan kepada 370 pengusaha. Analisis data melibatkan statistik deskriptif dan Structural Equation Modeling menggunakan Partial Least Square (SEM-PLS) untuk menguji hipotesis dan memeriksa hubungan kompleks antar variabel. Temuan penelitian mengungkapkan bahwa kompetensi kewirausahaan secara signifikan memengaruhi kinerja pemasaran secara langsung dan tidak langsung melalui orientasi pasar. Selain itu, literasi digital memperkuat efek positif kompetensi kewirausahaan terhadap kinerja pemasaran. Namun, bertentangan dengan harapan, literasi digital tidak memoderasi hubungan antara orientasi pasar dan kinerja pemasaran. Studi ini menggarisbawahi peran penting kompetensi kewirausahaan dan literasi digital dalam meningkatkan efektivitas pemasaran UMKM. Yang terpenting, para pembuat kebijakan dan lembaga pendukung bisnis dapat memanfaatkan wawasan ini untuk merancang intervensi terarah yang menumbuhkan keterampilan kewirausahaan dan kemampuan digital di kalangan UMKM. Hal baru dari penelitian ini terletak pada eksplorasi efek mediasi dan moderator dalam model yang komprehensif, yang memberikan pemahaman mendalam tentang mekanisme yang mendorong kinerja pemasaran di UMKM.

**Kata kunci:** Literasi Digital, Kompetensi Kewirausahaan, Orientasi Pasar, Kinerja Pemasaran, UKM.

## INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in the global economy by significantly supporting employment growth, driving innovation, and fostering overall economic progress. However, despite their essential role, MSMEs frequently encounter distinct obstacles, especially in improving their marketing performance, a key factor in ensuring long-term growth and competitiveness. MSMEs comprise more than 90% of all businesses worldwide and are responsible for nearly 70% of global employment. However, these enterprises often struggle with limited access to markets, finance, and technology. Marketing performance issues such as brand visibility, customer retention, and digital engagement are common obstacles (Garg et al., 2020). In Indonesia, Micro, Small, and Medium Enterprises (MSMEs) serve as the foundation of the national economy, representing 99% of all business entities and accounting for 61.9% of the country's Gross Domestic Product (GDP) (Sarfiyah et al., 2019). However, MSMEs in Indonesia and other developing nations commonly encounter obstacles such as low levels of technology adoption, weak marketing capabilities, and a lack of strong market orientation (Shelly et al., 2020; Ramdan & Siwiyanti, 2022). Marketing performance issues are exacerbated by a lack of digital literacy and access to modern marketing tools (Umboh & Aryanto, 2023).

West Java, a key economic region in Indonesia, mirrors the national landscape of MSMEs. The province faces similar issues, with local MSMEs struggling with marketing performance due to insufficient digital literacy and entrepreneurship competencies (Ataei et al., 2020; Ramdan et al., 2023). Efforts to enhance market orientation and adopt digital tools are ongoing but face hurdles such as resource constraints and limited training (Rezaei & Ortt, 2018). Sukabumi Regency, a part of West Java, provides a focused view of the challenges faced by MSMEs. The regency's MSMEs often encounter significant marketing performance issues, including low market reach, limited customer engagement, and poor use of digital marketing channels (Entsminger & McGowan, 2024). Enhancing Entrepreneurial Competency, market orientation, and digital literacy could be key to addressing these challenges (Ali & Li, 2021).

Various initiatives have been undertaken to enhance the marketing performance of MSMEs in Sukabumi Regency, including training and mentoring in digital marketing. Despite these efforts, the marketing outcomes of MSMEs in the region remain below expectations, possibly due to the misalignment or inaccuracy of the implemented programs (Nuraeni & Sopiah, 2023). In regions like Sukabumi Regency, where local economies are heavily reliant on MSMEs, improving marketing performance can contribute significantly to economic development and job creation. According to Gantini et al. (2022), MSMEs in Sukabumi contribute 40% to the local GDP and employ 65% of the workforce. MSMEs in Sukabumi need to be sharpened due to their strong reliance on traditional business practices, limited digital literacy, and the local culture's emphasis on community-based trade, which may hinder their adaptability to modern marketing strategies. The culinary sector in Sukabumi Regency was chosen due to its rapid growth and significant contribution to the local economy, making it a crucial area for understanding MSME marketing performance. Moreover, this sector must contend with fierce competition and shifting consumer demands, emphasizing the importance of robust entrepreneurial skills, market awareness, and proficiency in digital technologies.

The success of Micro, Small, and Medium Enterprises (MSMEs) is greatly influenced by how well they perform in marketing activities. Effective marketing performance ensures that MSMEs can attract and retain customers, enhance brand visibility, and compete effectively in their markets (Umboh & Aryanto, 2023). For MSMEs, which often operate with limited resources and face intense competition, the ability to execute successful marketing strategies is essential for growth and sustainability (Kurniati & Hidayat, 2023). Effective marketing performance contributes to higher sales, strengthens customer loyalty, and expands market share, thereby supporting the sustainability and long-term success of a business (Sutarso et al., 2023).

Numerous studies have investigated the impact of entrepreneurial competencies on marketing performance. Rahman et al. (2015), for instance, highlighted the pivotal role these competencies play in business success, particularly within the context of developed economies. Similarly, research by Tehseen and Ramayah (2015) and Le (2019) revealed a strong positive link between entrepreneurial capabilities and overall organizational performance. However, the majority of these investigations were conducted in developed countries and did not consider the mediating effect of market orientation or the moderating influence of digital literacy. In addition, earlier studies have addressed the connection between market orientation and marketing performance. For example, Sulaiman et al. (2024) investigated the moderating role of market turbulence in the relationship between entrepreneurial marketing and firm performance. On the topic of digital literacy, Suryani et al. (2022) found that it significantly improves marketing performance when mediated by e-commerce adoption, particularly in the context of MSMEs.

The aims of this study are to explore the impact of entrepreneurial competencies on the marketing performance of MSMEs, assess the role of market orientation as a mediating factor in aligning marketing strategies with consumer expectations, examine how digital literacy moderates the relationship between entrepreneurial competency and marketing outcomes, investigate the interplay between entrepreneurial competency and market orientation in improving business performance, and analyze the moderating influence of digital literacy on the connection between market orientation and marketing performance.

## **LITERATURE REVIEW & HYPOTHESES DEVELOPMENT**

### **Theoretical Foundations**

This study is grounded in several key theories that elucidate the relationships between entrepreneurial competence, market orientation, digital literacy, and marketing performance in MSMEs. The Resource-Based View (RBV) Theory posits that unique, valuable, and inimitable resources, such as entrepreneurial skills, enable firms to achieve a sustainable competitive advantage, thereby enhancing marketing outcomes (Barney et

al., 2011). In the context of MSMEs in Sukabumi's culinary sector, entrepreneurial competencies serve as critical intangible assets that facilitate effective navigation of market complexities. Similarly, Market Orientation Theory highlights that firms systematically gathering and responding to market intelligence can align their strategies with customer needs, improving marketing performance (Narver et al., 2000). This theory is particularly relevant for MSMEs, which must adapt to local consumer preferences and competitive dynamics.

The Technology Acceptance Model (TAM) by Davis (1989) and Teece's (2017) Digital Capability Theory provide frameworks for understanding digital literacy's role. TAM emphasizes that digital literacy enhances the acceptance and effective use of digital tools, crucial for modern marketing practices in Sukabumi's culinary MSMEs. Digital Capability Theory underscores the strategic application of digital skills to improve business operations, enabling MSMEs to leverage online platforms and analytics for better market reach (Teece, 2017). These theories collectively support the study's exploration of how entrepreneurial competence, market orientation, and digital literacy drive marketing success. By integrating these frameworks, the research addresses the unique challenges faced by MSMEs in a developing economy, particularly in adopting digital tools and aligning with market demands (Abidin et al., 2022). The theoretical lens ensures a robust foundation for examining the interplay of these variables in enhancing marketing performance.

### **Entrepreneurial Competence, Market Orientation, and Marketing Performance**

Entrepreneurial competence encompasses a broad set of skills, including opportunity recognition, strategic planning, innovation, and networking, which are essential for MSMEs in Sukabumi's culinary sector. These competencies enable entrepreneurs to identify emerging market opportunities, develop innovative culinary products, and craft strategic marketing plans that enhance performance (Pennetta et al., 2023). In Sukabumi, where traditional business practices often dominate, entrepreneurial competence allows MSMEs to differentiate their offerings, such as unique local dishes, to attract customers. This capability directly contributes to improved marketing performance by enhancing customer engagement and brand visibility in a competitive market (Al Mamun et al., 2018). For example, entrepreneurs who innovate by blending traditional Sukabumi flavors with modern trends can capture a broader customer base.

Entrepreneurial competence also fosters a market-oriented approach by equipping entrepreneurs with the skills to understand and respond to market dynamics. Market orientation involves collecting customer feedback, monitoring competitor activities, and adapting to market trends, which strengthens MSMEs' ability to meet consumer needs (Wahyono & Hutahayan, 2021). In Sukabumi's culinary sector, competent entrepreneurs can align their strategies with local consumer preferences, such as demand for affordable yet authentic food, leading to more effective marketing outcomes. Research indicates that entrepreneurial skills drive market orientation by enabling MSMEs to develop customer-centric strategies that enhance loyalty and market share (Abidin et al., 2022). This connection is vital in Sukabumi, where intense local competition requires MSMEs to stay responsive to market shifts.

The interplay between entrepreneurial competence and market orientation is particularly significant in Sukabumi's context, where MSMEs face resource constraints and rapidly changing consumer preferences. Competent entrepreneurs can leverage their skills to build strong market orientation, enabling them to anticipate and respond to shifts in customer tastes, such as growing demand for healthier dining options (Ramdan et al., 2023). This adaptability enhances MSMEs' ability to compete effectively and achieve superior marketing performance. By fostering a market-oriented mindset, entrepreneurial competence ensures that marketing strategies are aligned with local market demands, driving customer satisfaction and business growth (Wahyuni & Sara, 2020). Based on these relationships, the study proposes the following hypotheses:

- H1: Entrepreneurial competence (X1) positively influences market orientation (XMed).  
H2: Entrepreneurial competence (X1) positively influences marketing performance (Y).  
H3: Market orientation (XMed) positively influences marketing performance (Y).  
H4: Digital literacy (XMod) positively influences marketing performance (Y).

### **Mediating Role of Market Orientation**

Market orientation serves as a mediator by channeling the influence of entrepreneurial competence into improved marketing performance. It involves customer orientation, competitor awareness, inter-functional coordination, and market intelligence generation, enabling MSMEs to align their strategies with market demands (Tajeddini et al., 2017). In Sukabumi, where consumer preferences shift rapidly, market-oriented MSMEs can leverage entrepreneurial competencies to develop targeted marketing strategies, enhancing customer satisfaction and brand visibility (Susiang et al., 2024). Entrepreneurial competence drives market orientation by equipping entrepreneurs with the skills to gather and act on market intelligence, which in turn boosts marketing performance (Iyer et al., 2019).

The mediating role of market orientation is critical because entrepreneurial competence alone may not suffice to achieve superior marketing outcomes without a focus on market needs. For instance, competent entrepreneurs in Sukabumi's culinary sector can use their skills to identify consumer trends, but market orientation ensures these insights are translated into effective marketing strategies (Abidin et al., 2022). Studies confirm that market orientation mediates the relationship between entrepreneurial capabilities and business performance, as it aligns firm strategies with customer expectations (Susiang et al., 2024). This mediation is particularly relevant for MSMEs, which often operate with limited resources and need to prioritize customer-centric approaches. This leads to the following hypothesis:

- H5: The relationship between entrepreneurial competence (X1) and marketing performance (Y) is mediated by market orientation (XMed).

### **Moderating Role of Digital Literacy**

Digital literacy, defined as the ability to effectively utilize digital platforms and tools, is critical for MSMEs in Sukabumi's culinary sector to enhance their marketing performance. Entrepreneurs with strong digital literacy can leverage social media, e-commerce platforms, and data analytics to expand their market reach and engage customers effectively (Santoso et al., 2024). For example, digitally literate MSMEs in Sukabumi can use platforms like Instagram or WhatsApp to promote local delicacies, tailoring campaigns to consumer preferences. This capability strengthens the impact of entrepreneurial competence on marketing performance by enabling data-driven strategies and innovative marketing approaches (Patria et al., 2023). Digital literacy thus amplifies the ability of competent entrepreneurs to achieve superior marketing outcomes in a competitive market.

The moderating effect of digital literacy on the relationship between market orientation and marketing performance is more nuanced. Market orientation relies on gathering and acting on market intelligence, which digital tools can enhance through analytics and online feedback systems (Umboh & Aryanto, 2023). However, in Sukabumi, limited access to advanced digital infrastructure, such as reliable internet or analytics software, may weaken this moderating effect (Neumeyer et al., 2021). Additionally, varying levels of digital skills among MSME entrepreneurs can limit their ability to integrate digital tools with market-oriented strategies, reducing the impact on marketing performance. For instance, while market-oriented MSMEs may understand customer needs, their ability to act on this knowledge using digital channels may be constrained by low digital proficiency.

Recent studies highlight that the effectiveness of digital literacy as a moderator depends on contextual factors, such as access to training and technological support (Saura et al., 2025). In Sukabumi, many MSMEs still rely on traditional marketing methods, and the

transition to digital platforms is often hampered by resource constraints or lack of expertise. Addressing these challenges through targeted digital literacy programs could enhance the moderating role of digital literacy, enabling MSMEs to better leverage market orientation for improved marketing outcomes.

H6: The relationship between entrepreneurial competence (X1) and marketing performance (Y) is moderated by digital literacy (XMod).

H7: The relationship between market orientation (XMed) and marketing performance (Y) is moderated by digital literacy (XMod).

This study's conceptual framework explores how entrepreneurial competence impacts the marketing performance of MSMEs, with market orientation functioning as a mediating variable and digital literacy as a moderating factor. The framework illustrates the influence of entrepreneurial competence, positioned as the independent variable, on market orientation, which subsequently affects marketing performance, the dependent variable. Additionally, it emphasizes the moderating role of digital literacy in shaping the relationship between entrepreneurial competence and marketing performance, as well as the link between market orientation and marketing performance. These interactions are visually depicted in Figure 1.

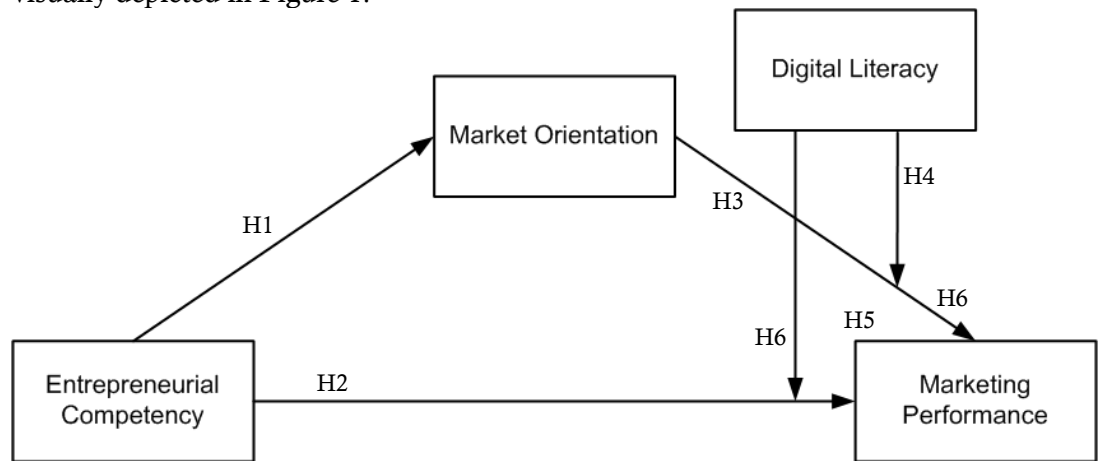


Figure 1. Research Framework

## RESEARCH METHODS

To measure entrepreneurial competency, the dimensions of opportunity recognition and exploitation, strategic planning, innovation and creativity, and networking and relationship management are used (Leite et al., 2016; Mary George et al., 2016; Altan, 2018; Barnard & Herbst, 2018; Pennetta et al., 2023). These dimensions collectively evaluate an entrepreneur's ability to identify opportunities, formulate strategic plans, innovate in business solutions, and effectively manage relationships and networks. Market orientation in MSMEs is assessed through several key dimensions, namely customer focus, awareness of competitors, coordination across internal functions, and the generation of market-related insights (Tajeddini et al., 2017; Hendar et al., 2020; Sa et al., 2020; Greenwood, 2023; Handoyo et al., 2023). Meanwhile, digital literacy within the model is evaluated using indicators such as fundamental digital abilities, skills in digital communication, proficiency in digital marketing, and awareness of digital security (Erlanitasari et al., 2020; Neumeyer et al., 2021; Braune & Dana, 2022; Hong et al., 2023; Indaryanto et al., 2023) (Table 1).

The research employed a quantitative approach to investigate the relationships among the study variables. This approach involved collecting and analyzing numerical data to determine the effect of entrepreneurial competency on the marketing performance of MSMEs, with market orientation functioning as a mediating variable and digital literacy as a moderating variable. Data collection was conducted using a structured questionnaire

designed with a 5-point Likert scale, ranging from “very low” to “very high.” To ensure the instrument's validity, Pearson correlation analysis was used to evaluate the relevance and accuracy of each item. Furthermore, the reliability of the questionnaire was tested through the calculation of Cronbach’s Alpha to verify the internal consistency of the measurement items.

**Table 1.** Measurement of Variables

<b>Variable</b>	<b>Indicator</b>
Entrepreneurial Competency (X1) (Leite et al., 2016; Mary George et al., 2016; Altan, 2018; Barnard & Herbst, 2018; Pennetta et al., 2023)	X11. Opportunity Recognition and Exploitation X12. Strategic Planning X13. Innovation and Creativity X14. Networking and Relationship Management
Market Orientation (XMed) (Tajeddini et al., 2017; Hendar et al., 2020; Sa et al., 2020; Greenwood, 2023; Handoyo et al., 2023)	XMed1. Customer Orientation XMed2. Competitor Orientation XMed3. Inter-functional Coordination XMed4. Market Intelligence Generation
Digital Literacy (XMod) (Erlanitasari et al., 2020; Neumeyer et al., 2021; Braune & Dana, 2022; Hong et al., 2023; Indaryanto et al., 2023)	XMod1. Basic Digital Skills XMod2. Digital Communication XMod3. Digital Marketing XMod4. Security Awareness
Marketing Performance (Y) (Arora et al., 2016; Moreira et al., 2017; Siu, 2020; Wang & Chan-Olmsted, 2022; Entsminger & McGowan, 2024)	Y1. Financial Performance Y2. Customer Relationship Y3. Brand Awareness Y4. Operational Efficiency

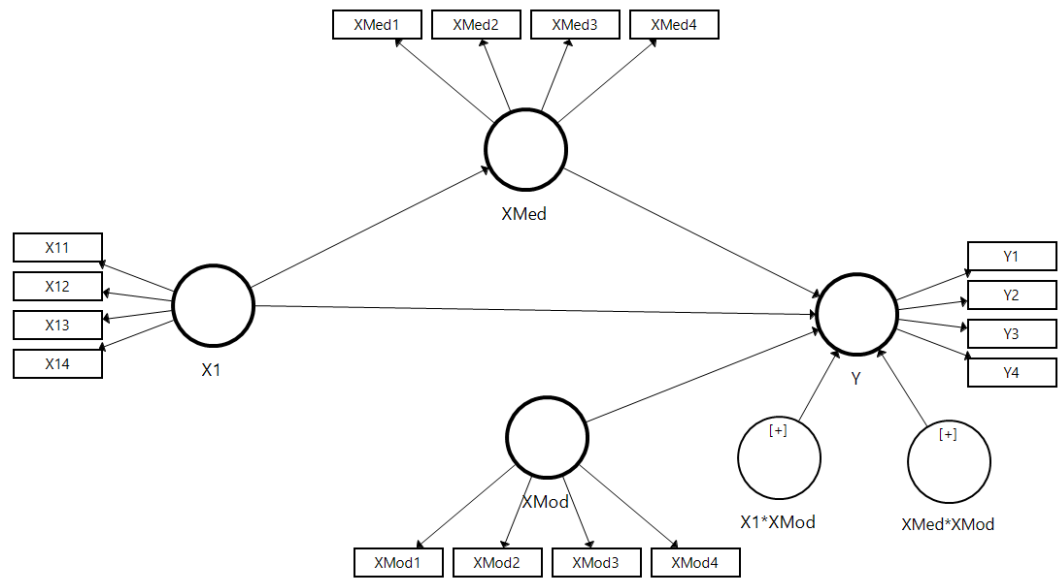
This study implemented the back-translation method to ensure the accuracy of the questionnaire translation. Additionally, a pilot test was conducted on 30 respondents to assess the validity and reliability of the instrument, and the results indicated that all questionnaire items were valid and reliable. Common method bias (CMB) can occur due to measuring variables from the same source, leading to unwanted systematic variance. To address this, procedural remedies can be applied, such as randomizing item order in questionnaires, ensuring respondent anonymity, and using different scale formats, as well as statistical remedies like Harman’s single-factor test and the marker variable method. One step to mitigate CMB is by Statistical Remedies with CFA methods Podsakoff et al. (2012).

The study population consisted of 9,578 entrepreneurs from MSMEs operating in the culinary sector in Sukabumi Regency. The focus on the culinary sector was chosen because it represents a significant and dynamic segment of the local economy, providing unique insights into the challenges and opportunities faced by these businesses. A proportional random sampling method was used to select a sample of 370 entrepreneurs, stratified based on asset criteria to ensure representation across micro, small, and medium enterprises. The questionnaires were distributed to a targeted sample of 400 entrepreneurs in the culinary sector, and we received completed responses from 370 participants, resulting in a response rate of 92.5%. The distribution was facilitated with the support of PNM Mandiri, who assisted in contacting the respondents and ensuring smooth survey administration. It is important to note that no prize was offered as an incentive for participation, yet the high response rate underscores both the commitment of the entrepreneurs and the effectiveness of the survey distribution strategy.

The collected data were systematically organized through coding and then examined using both descriptive and inferential statistical methods. Descriptive analysis included calculating measures such as means, standard deviations, percentages, and category distributions to describe the characteristics of the sample. For inferential analysis, the study employed Structural Equation Modeling using the Partial Least Squares (SEM-PLS) technique to explore the interrelationships among variables. This analysis considered the mediating influence of market orientation and the moderating role of digital literacy within the proposed model. Furthermore, to mitigate potential endogeneity issues, the study carefully assessed the validity and reliability of the measurement model, in line with the procedures recommended by Hult et al. (2018).

**RESULTS**

The SEM-PLS approach consists of two core components: (1) the measurement model (outer model), which evaluates the validity and reliability of indicators using several criteria such as outer loading values (acceptable if above 0.5 and ideally exceeding 0.7), Average Variance Extracted (AVE) (considered adequate if greater than 0.5), and Composite Reliability (CR), which is deemed reliable when it surpasses 0.7; and (2) the structural model (inner model), which assesses the strength of relationships among latent constructs. A relationship is regarded as significant if the correlation coefficient ( $\rho$ ) exceeds 0.5. In addition, the structural model analysis includes the examination of path coefficients for statistical significance and the R-square ( $R^2$ ) value to indicate the proportion of variance in the dependent variable explained by the independent variables. The contribution of each predictor is further evaluated using the effect size ( $f^2$ ), where values of 0.02, 0.15, and 0.35 indicate low, moderate, and high levels of influence, respectively.



**Figure 2.** Proposed Structural Equation Model

This part outlines the findings derived from the descriptive analysis, focusing on each individual variable along with the indicators used to measure them. The analysis incorporates statistical measures such as the mean, Standard Deviation (SD), and percentage values, and includes a categorical classification of the findings.

Table 2 outlines the descriptive statistics for each research variable, encompassing the mean, Standard Deviation (SD), percentage, and categorical classifications. The Entrepreneurial Competency variable (X1) has an average score of 3.994 with a standard deviation of 0.505, suggesting that respondents generally possess strong entrepreneurial abilities, with 74.8% falling into the high category. The Market Orientation variable (XMed) has a mean of 4.018 and a standard deviation of 0.495, indicating a strong market-oriented mindset, with 75.5% of participants categorized as having a very high market orientation. The Digital Literacy variable (XMod) records a mean of 4.050 and an SD of 0.480, reflecting a high level of digital skills among respondents, with 76.3% placed in the extremely high category. Finally, the Marketing Performance variable (Y) shows a mean value of 4.067 and a standard deviation of 0.431, demonstrating strong performance in marketing, with 76.7% of the respondents classified under the extremely high category.

The results show that the MSMEs surveyed demonstrate strong entrepreneurial competence, a solid market orientation, advanced digital literacy, and effective marketing performance. These findings are reinforced by the performance of each indicator, which consistently supports the validity and reliability of the measurements used for each

variable. The alignment of indicator scores within the high to very high categories suggests that the constructs effectively represent the characteristics being measured in the MSMEs.

Table 2. Descriptive Statistics of Measured Variables and Their Indicators

Variables	Mean	SD	%	Category
X1	3.994	0.505	74.8	High
XMed	4.018	0.495	75.5	Extremely High
XMod	4.050	0.480	76.3	Extremely High
Y	4.067	0.431	76.7	Extremely High
X11	4.018	0.540	75.5	Extremely High
X12	3.890	0.500	72.3	High
X13	4.055	0.484	76.4	Extremely High
X14	4.013	0.479	75.3	Extremely High
XMod1	3.969	0.465	74.2	High
XMod2	4.171	0.496	79.3	Extremely High
XMod3	3.986	0.468	74.6	High
XMod4	4.076	0.465	76.9	Extremely High
XMed1	4.053	0.466	76.3	Extremely High
XMed2	4.026	0.516	75.7	Extremely High
XMed3	4.078	0.528	77.0	Extremely High
XMed4	3.914	0.451	72.9	High
Y1	4.016	0.400	75.4	Extremely High
Y2	4.151	0.424	78.8	Extremely High
Y3	3.962	0.469	74.1	High
Y4	4.137	0.399	78.4	Extremely High

Table 3. Measurement Model (Outer Model)

Outer Path	Original	Bootstrap	SD	t-stat	p-value
X11 ← X1	0.883	0.883	0.012	70.679	0.000
X12 ← X1	0.790	0.788	0.021	37.007	0.000
X13 ← X1	0.893	0.893	0.012	73.847	0.000
X14 ← X1	0.799	0.799	0.018	44.701	0.000
XMed1 ← XMed	0.863	0.863	0.013	67.164	0.000
XMed2 ← XMed	0.888	0.888	0.010	84.727	0.000
XMed3 ← XMed	0.826	0.826	0.014	58.797	0.000
XMed4 ← XMed	0.769	0.769	0.026	29.359	0.000
XMod1 ← XMod	0.818	0.817	0.022	37.663	0.000
XMod2 ← XMod	0.822	0.822	0.017	48.551	0.000
XMod3 ← XMod	0.835	0.833	0.019	44.732	0.000
XMod4 ← XMod	0.851	0.850	0.017	50.330	0.000
Y1 ← Y	0.811	0.811	0.022	37.437	0.000
Y2 ← Y	0.746	0.744	0.028	26.862	0.000
Y3 ← Y	0.788	0.790	0.021	37.402	0.000
Y4 ← Y	0.719	0.717	0.026	27.825	0.000

Table 3 displays the relationships between the latent variables (X1, XMed, XMod, and Y) and their respective indicators, showing robust and statistically significant linkages. All indicators exhibit outer loading values exceeding 0.7, accompanied by high t-statistics and p-values of 0.000, signifying their strong explanatory power in measuring the intended constructs. Additionally, Table 4 confirms the reliability and validity of the measurement model. The reported values for Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) fulfill the established thresholds, thus indicating solid internal consistency and adequate convergent validity across all constructs.

Table 4. Construct Validity and Reliability

Construct	CA	CR	AVE
X1	0.862	0.907	0.710
XMed	0.858	0.904	0.702
XMod	0.851	0.900	0.691
Y	0.766	0.851	0.588

Table 4 presents the construct validity and reliability metrics for the measured variables: Entrepreneurial Competency (X1), Market Orientation (XMed), Digital Literacy (XMod), and Marketing Performance (Y). The measurement model demonstrates strong reliability and validity. Cronbach's Alpha values fall between 0.766 and 0.862, suggesting that the items used for each construct exhibit satisfactory to high internal consistency. Additionally, the Composite Reliability (CR) scores, which all surpass the critical value of 0.70 and range from 0.851 to 0.907, further confirm the dependability of the constructs. The Average Variance Extracted (AVE) values, indicating the proportion of variance accounted for by the latent constructs relative to measurement error, are consistently above the recommended minimum of 0.50. With values spanning from 0.588 to 0.710, these AVE results affirm the convergent validity of the measurement items used in the model.

Figure 3 presents the overall model for the proposed model and Table 5 outline the estimation of R-Squared ( $R^2$ ) and f-Squared ( $f^2$ ) values.

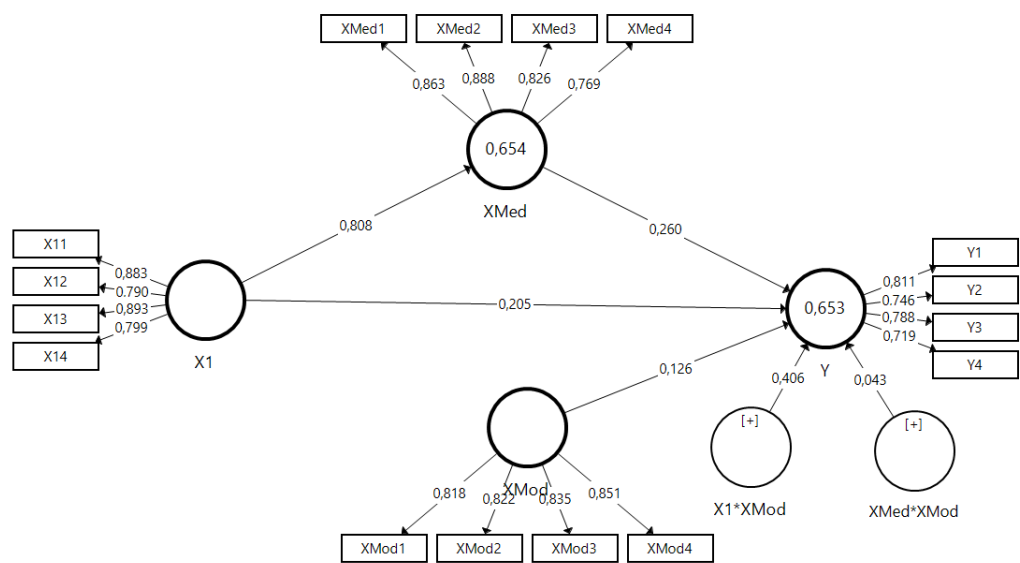


Figure 3. Overall Model

Table 5. Estimation of R-Squared ( $R^2$ ) and f-Squared ( $f^2$ )

Model/Path	R-Squared	R-Squared Adjusted	f-Squared	Effect
XMed	0.654	0.653	-	-
Y	0.653	0.648	-	-
X1 → XMed	-	-	1.887	Substantial
X1 → Y	-	-	0.040	Small
X1*XMod → Y	-	-	0.180	Moderate
XMed → Y	-	-	0.064	Small
XMed*XMod → Y	-	-	0.002	Unsubstantial
XMod → Y	-	-	0.038	Small

Table 5 displays both the coefficient of determination ( $R^2$ ) and the effect size ( $f^2$ ), which are essential for assessing how well the structural model explains the variance in each endogenous (dependent) variable. The  $R^2$  statistic indicates the proportion of variance in the dependent variable that is explained by the independent variables included in the model. In contrast, the  $f^2$  value quantifies the individual impact or contribution of each predictor to the overall model. Specifically, the  $R^2$  value of 0.654 for the Market Orientation construct (XMed) implies that Entrepreneurial Competency (X1) alone explains approximately 65.4% of the variation in Market Orientation. The remaining 34.6% of the variance can be attributed to external influences or unmeasured variables that are not incorporated into the present model framework. Regarding the Marketing Performance variable (Y), the  $R^2$  value is 0.653, implying that the combined influences of

Entrepreneurial Competency (X1), Market Orientation (XMed), Digital Literacy (XMod), and their interactions account for 65.3% of its variation. The remaining 34.7% of the variance can be attributed to variables outside the scope of the model or possible inaccuracies in measurement.

**Table 6.** Analysis of Structural Path Coefficients and Evaluation of Hypotheses

Path	Original	Bootstrap	SD	t-stat	p-values	Notes
X1 → XMed	0.808	0.808	0.018	44.506	0.000	Significant
X1 → Y	0.205	0.208	0.058	3.520	0.000	Significant
XMed → Y	0.260	0.260	0.055	4.733	0.000	Significant
XMod → Y	0.126	0.123	0.047	2.668	0.008	Significant
X1 → XMed → Y	0.210	0.210	0.045	4.632	0.000	Significant
X1*XMod → Y	0.406	0.404	0.056	7.228	0.000	Significant
XMed*XMod → Y	0.043	0.042	0.061	0.701	0.483	Not Significant

Table 6 presents the path coefficients obtained from the structural model analysis, accompanied by the corresponding hypothesis testing results. The figures reported in the 'Original' column indicate the model's preliminary estimations for each path coefficient, as calculated during the structural assessment. The "Bootstrap" column shows the bootstrapped coefficients obtained through resampling for robustness testing. Standard deviations (SD) indicate the variability of bootstrapped coefficients. Paths where the t-statistic is significant ( $p < 0.05$ ) are marked as "Significant". The path XMed\*XMod → Y shows a t-statistic of 0.701 with a p-value of 0.483, indicating it is "Not Significant". From the estimations, significant paths (X1 → XMed, X1 → Y, XMed → Y, XMod → Y, and X1\*XMod → Y) indicate strong relationships where the variables significantly influence each other in the proposed model. The path XMed\*XMod → Y is not significant, suggesting that the interaction effect between market orientation (XMed) and digital literacy (XMod) does not significantly influence marketing performance (Y) in this study.

Table 6 illustrates the indirect pathway from entrepreneurial competency (X1) to marketing performance (Y) through market orientation (XMed), showing a coefficient of 0.210, consistent with the bootstrap estimate. This finding confirms the mediating function of market orientation in the structural equation model. The mediation is statistically significant, as indicated by a t-value of 4.632 and a p-value of less than 0.001. These results underscore the pivotal role that market orientation plays in enhancing marketing performance by transmitting the influence of entrepreneurial competence. In the context of MSMEs, this suggests that fostering market-oriented behaviors can effectively leverage entrepreneurial capabilities to yield better marketing outcomes.

**DISCUSSION**

This study's findings confirm that entrepreneurial competence significantly influences marketing performance both directly and through the mediating role of market orientation in Sukabumi's culinary MSMEs. The direct effect of entrepreneurial competence on marketing performance (H2) aligns with prior research, which highlights that skills such as opportunity recognition, strategic planning, and innovation enable entrepreneurs to enhance customer engagement and brand visibility (Pennetta et al., 2023). In Sukabumi, where MSMEs face intense competition, competent entrepreneurs leverage their ability to innovate and adapt to local consumer preferences, such as demand for authentic or fusion culinary offerings. This is consistent with Al Mamun et al. (2018), who found that entrepreneurial competencies drive business performance by enabling MSMEs to differentiate their products in competitive markets. The strong influence of entrepreneurial competence underscores its critical role in navigating the resource constraints typical of MSMEs in developing economies like Indonesia.

The mediating role of market orientation (H5) further amplifies the impact of entrepreneurial competence on marketing performance. Market orientation, encompassing customer focus, competitor awareness, and inter-functional coordination,

ensures that entrepreneurial skills are translated into effective marketing strategies (Tajeddini et al., 2017). In Sukabumi's culinary sector, market-oriented MSMEs use customer feedback to tailor their offerings, such as introducing healthier dining options, which enhances customer satisfaction and loyalty (Susiang et al., 2024). This finding corroborates Abidin et al. (2022), who argue that market orientation bridges the gap between entrepreneurial capabilities and business outcomes in Indonesia's MSME context. However, the study also reveals that weak inter-functional coordination among Sukabumi's MSMEs, often due to limited resources, can hinder the full realization of market orientation's benefits, suggesting a need for improved organizational processes.

The significant direct effect of market orientation on marketing performance (H3) reinforces its importance for MSMEs. By systematically gathering and acting on market intelligence, MSMEs in Sukabumi can align their strategies with local consumer trends, such as the growing preference for online food ordering (Wahyono & Hutahayan, 2021). This aligns with Narver et al. (2000), who emphasize that market orientation enhances firm performance by fostering customer-centric strategies. However, the study highlights a contextual challenge: many MSMEs in Sukabumi lack robust strategic planning, which limits their ability to fully capitalize on market intelligence. This finding suggests that external support, such as training from local institutions, could help MSMEs strengthen their market orientation practices to achieve better marketing outcomes.

Digital literacy's direct positive effect on marketing performance (H4) and its moderating effect on the relationship between entrepreneurial competence and marketing performance (H6) highlight its growing importance in Sukabumi's culinary sector. Digitally literate entrepreneurs can leverage platforms like Instagram and WhatsApp to promote their products, reaching a broader audience (Santoso et al., 2024). This is consistent with Patria et al. (2023), who found that digital skills enhance MSMEs' ability to implement data-driven marketing strategies. The moderation effect (H6) indicates that digital literacy amplifies the impact of entrepreneurial competence by enabling entrepreneurs to use digital tools for targeted campaigns. However, the limited digital infrastructure in Sukabumi, such as unreliable internet access, may constrain the scalability of these efforts, as noted by Neumeyer et al. (2021). This suggests that external factors, such as government investment in digital infrastructure, play a critical role in maximizing digital literacy's benefits.

The non-significant moderating effect of digital literacy on the relationship between market orientation and marketing performance (H7) is a surprising finding that warrants further exploration. While digital literacy supports market intelligence gathering through online tools, its lack of moderation effect may stem from the uneven digital proficiency among Sukabumi's MSME entrepreneurs (Umboh & Aryanto, 2023). Many MSMEs rely on basic digital tools without advanced analytics, limiting their ability to integrate digital strategies with market-oriented practices. Additionally, regulatory barriers, such as complex e-commerce compliance requirements, and limited access to digital training programs may weaken the interaction between digital literacy and market orientation (Saura et al., 2025). This finding contrasts with expectations from the Technology Acceptance Model (Davis, 1989), suggesting that contextual factors, like Sukabumi's underdeveloped digital ecosystem, may suppress the moderating role of digital literacy.

The findings offer practical implications for policymakers and organizations supporting MSMEs in Sukabumi's culinary sector. To enhance entrepreneurial competence, targeted training programs focusing on opportunity recognition and strategic planning should be implemented, potentially through partnerships with local institutions like PNM Mandiri (Wahyuni & Sara, 2020). For market orientation, MSMEs could benefit from workshops on customer feedback analysis and competitor benchmarking to strengthen their market-aligned strategies. To address the limited moderating effect of digital literacy, policymakers should invest in digital infrastructure, such as improved internet connectivity, and provide accessible digital literacy programs tailored to culinary MSMEs, focusing on e-commerce platforms and social media marketing. These initiatives could help MSMEs overcome contextual barriers, such as regulatory complexities and

resource constraints, enabling them to leverage digital tools effectively and enhance their marketing performance in Sukabumi's competitive culinary market.

## CONCLUSION

This study confirms that entrepreneurial competence significantly enhances marketing performance in Sukabumi's culinary MSMEs, both directly and through the mediating role of market orientation. Entrepreneurs with strong skills in opportunity recognition, strategic planning, and innovation can effectively align their strategies with local consumer preferences, boosting customer satisfaction and brand visibility. Market orientation plays a crucial role by translating these competencies into customer-centric marketing strategies, enabling MSMEs to compete in a dynamic market. Digital literacy further amplifies marketing performance by empowering entrepreneurs to leverage digital platforms like social media and e-commerce. However, the unexpected finding that digital literacy does not moderate the relationship between market orientation and marketing performance suggests that contextual barriers, such as limited digital infrastructure, may hinder its effectiveness. These findings highlight the interplay of entrepreneurial skills, market alignment, and digital capabilities in driving marketing success in Sukabumi's culinary sector.

The practical implications of these findings are significant for Sukabumi's MSMEs and supporting institutions. Policymakers and organizations should develop targeted training programs focusing on strategic planning and customer feedback analysis to strengthen entrepreneurial competence and market orientation. Additionally, digital literacy workshops tailored to e-commerce and social media marketing can help MSMEs overcome digital adoption challenges. This study has limitations, including its focus solely on the culinary sector in Sukabumi, which may limit generalizability to other sectors or regions. Potential methodological biases, such as self-reported data, and the sample size of 370 respondents may also affect the robustness of the findings. Future research should explore other sectors, such as retail or tourism, and incorporate larger, more diverse samples to enhance generalizability. Additionally, investigating the role of emerging technologies like artificial intelligence or big data analytics could provide deeper insights into enhancing MSME marketing performance in Indonesia's evolving digital landscape.

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