

Exploring the Relationship Between Entrepreneurial Experience, Government Support, and MSME Marketing Performance

*Entrepreneurial
Experience and
Government Support*

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ABSTRACT

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in regional economic development, yet many still face limitations in marketing capability and institutional support, making entrepreneurial experience and government intervention essential factors in enhancing business performance. This study analyzes the influence of entrepreneurial experience and government support in improving the marketing performance of MSMEs fostered by the Deli Serdang Regency P3UD. The study was conducted on 115 MSMEs using Multiple Linear Regression. The results indicate that entrepreneurial experience and government support significantly influence marketing performance. Experience fosters prudence in business processes, while government support, although not yet optimal in providing expertise, proves crucial in facilitating licensing and promotion. This study highlights the importance of synergy between the internal capacity of entrepreneurs and the role of external government facilitators. The findings imply that strengthening entrepreneurs' experiential capabilities alongside more targeted and skill-oriented government support is vital to achieving sustainable improvements in MSME marketing performance.

Keywords: *Entrepreneurial Experience, Government Support, Marketing Capability, Marketing Performance, MSMEs.*

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in driving economic growth and creating employment more rapidly than large enterprises such as Limited Liability Companies (*Perseroan Terbatas/PT*), State-Owned Enterprises (SOEs), and Regionally-Owned Enterprises (ROEs) (Meilantika & Sihotang, 2024). According to Kadeni (2020), MSMEs can survive under any circumstances and contribute to community welfare, as demonstrated during the 1998 monetary crisis when many large enterprises collapsed while MSMEs remained resilient and even grew in number. The Government of Deli Serdang Regency supports MSME development through the Regional Leading Product Development Center (*Pusat Pengembangan Produk Unggulan Daerah/P3UD*), established in 2019 under the Department of Industry and Trade, which helps develop superior regional products, prepares MSMEs to compete globally, and facilitates access to export markets. Since its inception, 115 MSMEs across fashion, handicrafts, and culinary sectors have partnered with P3UD, provided they are original producers with an online single submission business license, proper packaging, a production location in Deli Serdang, and verification by the Department's Industrial Division. Partnered MSMEs receive ongoing promotion, business and management training, and support to achieve sustainable growth.

Indicators of success for MSMEs fostered by P3UD include securing strategic locations for business expansion, participating in exhibitions and festivals, building entrepreneurial

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routine and critical events, growth fluctuations, and turning points that influence business continuity (Sarasvathy, 2001; Liang & Gao, 2020; Pramuki & Kusumawati, 2021; Rosmayani et al., 2022). Key dimensions such as digital literacy, entrepreneurial behavior, and orientation positively and significantly affect marketing performance, while prior professional and personal experience also contribute to overall firm success, although factors like age, tenure, management, and technical experience may have a limited impact (Wahyudiono & Susanto, 2017; Oduro & Haylemariam, 2019; Hastuti et al., 2021).

As P3UD fosters MSMEs, entrepreneurs gain experience not only from running their businesses but also through mentoring, knowledge-sharing, and development programs. Doern (2009) and Budiyanto and Effendy (2020) stress that local governments must actively support MSME growth, while Songling et al. (2018) and Sailors (2020) show that financial and non-financial support enhances firm performance via sustainable competitive positioning. Najib et al. (2021) highlight its role in helping small and medium restaurants survive crises through marketing and process innovation. Similarly, Thongsri and Chang (2019) and Mardatillah et al. (2022) link support to sustainable innovation and superior performance, and Pergelova and Angulo-Ruiz (2014) emphasize its effect on new venture performance. Yet, Zulu-Chisanga (2021) and Hassan et al. (2021) report inconsistent effects, and Dladla and Mutambara (2018) question cost-effectiveness, showing the complex relationship between government support and marketing performance.

In Deli Serdang Regency, the government enhances MSME marketing performance by providing outlets at P3UD and Kuala Namu International Airport, assisting with licensing, testing product nutrition with Poltekkes Gizi Lubuk Pakam, offering free halal certification, promoting products at events, providing training and equipment, facilitating capital access via Bank Sumut, and supporting export expansion. Aligned policies enable entrepreneurs to innovate, optimize operations, and market effectively (Aphu & Adator, 2018; Zhang et al., 2019). Despite these efforts, the sales performance of fostered MSMEs has not been maximized across all business types, particularly in fashion and handicrafts, indicating a gap in understanding the factors that influence marketing performance in these sectors. This study aims to analyze how entrepreneurial experience and government support affect the marketing performance of MSMEs fostered by Deli Serdang Regency P3UD, providing insights to optimize business development and promotional strategies.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Effect of Entrepreneurial Experience on Marketing Performance

Entrepreneurial experience is defined as prior involvement in establishing and managing a business. It encompasses various dimensions such as digital literacy, entrepreneurial behavior, and entrepreneurial orientation, which have been empirically proven to have a positive and significant effect on marketing performance (Khan et al., 2021). Entrepreneurial experience also strengthens the influence of market orientation and entrepreneurial orientation on firm performance growth (Kohli & Jaworski, 1990; Han, 1998; Florén et al., 2016; Presutti & Odorici, 2019; Su, 2023). Although some studies report mixed findings regarding the impact of entrepreneurial experience on performance, the majority of empirical evidence suggests that entrepreneurial experience plays a critical role in improving marketing outcomes (Wibisono et al., 2020; Kozlinska et al., 2023).

Marketing performance is a key measure of the effectiveness of corporate strategies, reflecting market achievements and business success (Pelham, 1997; O'sullivan & Abela, 2007; Tomaskova, 2009). Strong marketing performance is indicated by increased sales, market share, and profitability, while poor performance shows declining sales and reduced market share (Narver & Slater, 1990; Slater & Narver, 1997). Ferdinand (2000) identifies three core indicators: sales volume, customer growth, and profitability, with additional measures including new product success and return on investment. Competitive advantage achieved through market orientation, innovation, and

entrepreneurial orientation positively influences marketing performance (Akimova, 2000; Hadiyati, 2011; Vega et al., 2012; Findik & Beyhan, 2017; Li et al., 2018; Na et al., 2019; Efrata, 2019). Profitability, representing income that exceeds costs, and customer satisfaction, reflecting perceptions and loyalty, are widely recognized as key dimensions of marketing performance, indicating both financial success and the effectiveness of marketing strategies (Utaminingsih, 2016; AbuRaya et al., 2023).

H1: Entrepreneurial experience has a positive and significant effect on marketing performance.

The Effect of Government Support on Marketing Performance

Government support for entrepreneurs and MSMEs plays a crucial role in promoting business development and sustainability, encompassing fiscal and non-fiscal contributions as defined in Presidential Regulation Number 11 of 2021 (Forsman, 2008). While some studies caution that such support may foster dependency and clientelism, productive government policies are essential for fostering entrepreneurship and addressing the specific needs of segments like women entrepreneurs (Minniti, 2008). Governments act as facilitators and policymakers, creating conducive environments for MSME sales through national regulations such as Law Number 20 of 2008 on MSMEs, Law Number 11 of 2020 on Job Creation, and various government regulations, as well as regional regulations like Lampung's Regional Regulation Number 3 of 2016. Studies in Ghana highlight that stakeholder and political support critically influence organizational performance in local governments (Snow & Hrebiniak, 1990; Tidd, 2005; Akpoviro, 2019; Ibrahim & Yusheng, 2020; Abane & Brenya, 2021). Collectively, these findings emphasize the multifaceted nature of government support, including transparency, accountability, stakeholder engagement, and political backing, which are essential for effective entrepreneurial development (Jayeola et al., 2022).

According to Kotler (2016) and Ahmad et al. (2019), corporate strategy is strongly influenced by organizational goals and environmental conditions. The government plays a vital role in creating a conducive business environment that enables MSMEs to improve their marketing performance. Government support includes regulatory facilitation, taxation policies, licensing simplification, market access, training programs, mentoring, and affordable financing (Chen et al., 2017; Zhou & Tong, 2022). Government support contributes to marketing performance through infrastructure provision, supportive regulations, and improved market access (Fatonah et al., 2021). Consistent with Storey (2016) and local empirical findings by Tresnasari and Zulganef (2023), effective government intervention enhances MSME marketing effectiveness.

H2: Government Support has a positive and significant effect on marketing performance.

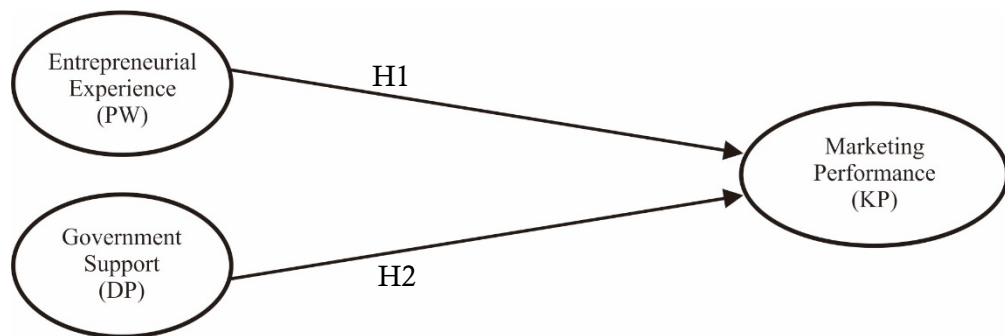
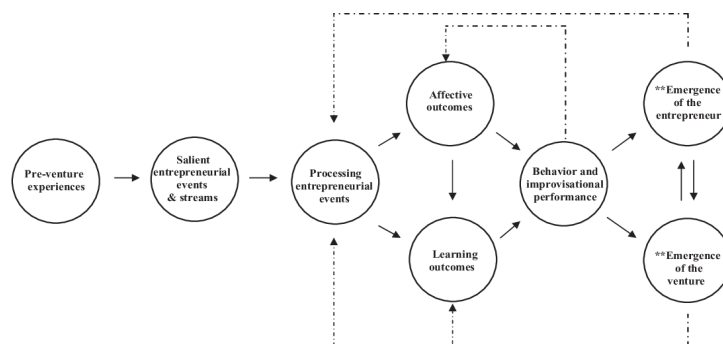


Figure 3. Conceptual Framework

Figure 3 shows a conceptual framework with a dependent variable and two independent variables, along with their proposed relationships. Marketing performance is

the outcome variable, while arrows with the labels H1 and H2 indicate that entrepreneurial experience and government support are the predictor variables. The figure illustrates two distinct hypotheses (H1 and H2) that will be investigated in the research model: the direct positive effects of government funding and entrepreneurial experience on marketing success.



Source: Morris et al. (2022)

Figure 4. Conceptual Model of Entrepreneurial Experience

Figure 4 illustrates that entrepreneurs enter ventures with cumulative life experiences, which generate events varying in volume, speed, and volatility, influencing affective reactions, social learning, and decision-making behavior, ultimately shaping venture development. Experience is influenced by personal background, including education, training, and work history; talent and interests; attitudes and needs; analytical and manipulative abilities; and technical skills (Megantoro, 2015). Indicators of business experience include involvement in prior entrepreneurial activities and marketing experience, with experiential marketing defined as experiences from personal events triggered by specific stimuli or marketing mix strategies (Riyanti, 2003; Hadiwidjaja, 2014; Hanssens et al., 2014; Syarifuddin et al., 2022; Fikri et al., 2023). Entrepreneurial experience thus encompasses prior activities, psychological factors, decision-making, and education, collectively shaping the complex and evolving entrepreneurial journey (Aman et al., 2021).

RESEARCH METHODS

This study employed a quantitative research design to examine the effects of entrepreneurial experience and government support on the marketing performance of MSMEs fostered by P3UD in Deli Serdang Regency. Primary data were collected through structured questionnaires distributed to MSME owners and managers actively engaged with P3UD programs. The population consisted of all 115 MSMEs partnered with P3UD across fashion, handicraft, and culinary sectors. Using purposive sampling, 115 respondents were selected based on criteria including operational status, active participation in P3UD activities, and availability during data collection.

The research employed a structured questionnaire as the primary instrument, which consisted of closed-ended items measured on a five-point Likert scale. The questionnaire included items for the independent variables: entrepreneurial experience (previous business involvement, marketing experience, digital literacy, and entrepreneurial behavior) and government support (financial assistance, training, licensing facilitation, market access, and infrastructure support). The dependent variable was marketing performance, operationalized through indicators such as sales volume, profitability, customer growth, and product innovation. The questionnaire was pre-tested for validity and reliability before full administration.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate direct and indirect relationships between variables. Additionally, a statistical analysis was applied to test the strength and significance of the effects of entrepreneurial experience and government support on marketing performance. The

analysis also included subgroup comparisons by business type (culinary vs. craft & fashion) using Multi-Group Analysis (MGA) and Importance–Performance Map Analysis (IPMA) to identify potential improvement areas.

All data processing and analysis were conducted using SmartPLS 4.0 software, which allowed for the estimation of path coefficients, t-statistics, p-values, and coefficient of determination (R^2). This method ensured a robust assessment of the direct and relative contributions of entrepreneurial experience and government support to the marketing performance of P3UD-assisted MSMEs. The results provide empirical evidence on how both experiential and institutional factors interact to influence business outcomes, offering practical insights for MSME development and policy interventions.

RESULTS

This section presents the findings of the study based on the SEM-PLS analysis. The results include assessments of the measurement model, evaluating reliability and validity, followed by the evaluation of the structural model to test the proposed hypotheses. All analyses are reported with emphasis on statistical adequacy and significance to ensure the robustness of the results.

Table 1. Validity & Reliability Test

Construct	Outer Loading	CA	CR	AVE
Entrepreneurial Experience (EE)	0.76 – 0.81	0.78	0.85	0.66
Government Support (GS)	0.75 – 0.80	0.76	0.84	0.67
Marketing Performance (MP)	0.76 – 0.80	0.79	0.86	0.68

Table 1 presents the SEM-PLS validity and reliability results. All constructs show adequate reliability and convergent validity, with outer loadings ranging from 0.75 to 0.81, CA values between 0.76 and 0.79, CR from 0.84 to 0.86, and AVE above 0.65. These results indicate that the measurement model is sufficiently reliable and valid for further structural analysis.

Table 2. VIF, f^2 , Q^2 & R^2 Test

Construct	VIF	R^2	Adjusted R^2	f^2	Q^2
Entrepreneurial Experience → Marketing Performance	1.85	0.822	0.815	0.12	0.36
Government Support → Marketing Performance	1.90			0.10	0.36

Table 2 presents the collinearity assessment, effect sizes, predictive relevance, and coefficient of determination of the research model. The VIF values for all constructs are below 5 (1.85–1.90), indicating that there is no concern regarding multicollinearity among the independent variables. The effect sizes (f^2) range from 0.10 to 0.12, suggesting small to moderate impacts of entrepreneurial experience and government support on marketing performance. The Q^2 value of 0.36 demonstrates adequate predictive relevance, confirming that the model has sufficient capability to predict the endogenous construct.

In addition, the coefficient of determination (R^2) was analyzed to assess the proportion of variance in the endogenous variable explained by the exogenous variables. The results show that entrepreneurial experience and government support jointly account for 82.2% of the variance in marketing performance ($R^2 = 0.822$), with an adjusted R^2 of 0.815. This indicates that these two factors have a substantial impact on marketing outcomes. The remaining 17.8% of the variance is explained by other variables not included in the research model, such as customer preferences, cultural factors, or external regulations that may influence the performance of MSMEs fostered by P3UD.

Table 3. Evaluation of Direct Effects

Direct Effect	Path Coefficient	Standard Deviation	t-statistics	p-values
Entrepreneurial Experience (X1) → Marketing Performance	0.351	0.087	4.021	0.000
Government Support (X2) → Marketing Performance	0.245	0.081	3.029	0.001

The findings of the hypothesis test and the assessment of direct impacts are shown in Table 3. With a t-statistic of 4.021, a p-value of 0.000, and a path coefficient of 0.351, entrepreneurial experience (X1) has a strong and statistically significant impact on marketing performance (Y). Government support (X2), on the other hand, confirms a strong beneficial influence with a path coefficient of 0.245 and a t-statistic of 3.029. These findings show that, after government support, entrepreneurial experience has the most influence on marketing performance. Both theories are validated, demonstrating that better marketing results are a result of increased government backing and entrepreneurial experience.

Table 4. Importance–Performance Matrix

Variable	LV Performance (%)	Importance (Marketing Performance)
Entrepreneurial Experience (X1)	59.91	0.445
Government Support (X2)	56.65	0.301
Marketing Performance (Y)	49.06	—

The Importance–Performance Matrix for the research constructs is shown in Table 4. With a Latent Variable (LV) performance of 59.91% and a significance value of 0.445, Entrepreneurial Experience has significant potential for improvement. Government Support has an importance of 0.301 and an LV performance of 56.65%, both of which indicate room for improvement. The baseline for assessing the predictors is marketing performance, which reports an LV performance of 49.06%. The findings show that government assistance and entrepreneurship experience can both be strengthened to improve marketing performance outcomes.

Multi-Group Analysis (MGA) was conducted based on business type. Due to the limited sample size and similarity between the craft and fashion sectors, both were combined into one group. The analysis compares culinary businesses and craft & fashion businesses. The results are summarized in Table 5.

Table 5. Bootstrapping Results by Business Type

Structural Path	Coefficient (Craft & Fashion)	p-value	Coefficient (Culinary)	p-value
Entrepreneurial Experience (X1) → Marketing Performance	0.287	0.030	0.446	0.000
Government Support (X2) → Marketing Performance	0.430	0.001	0.107	0.144

The bootstrapping results by business type utilizing Multi-Group Analysis (MGA) are shown in Table 5. With path coefficients of 0.287 ($p = 0.030$) and 0.430 ($p = 0.001$), respectively, the findings demonstrate that both government support and entrepreneurial experience have a considerable impact on marketing performance in the craft and fashion industry. Only entrepreneurial experience has a substantial impact on marketing performance in the culinary industry ($\beta = 0.446$, $p = 0.000$), whereas government support has no discernible effect ($\beta = 0.107$, $p = 0.144$). These results imply that marketing success in craft and fashion enterprises is more impacted by government backing than in the food industry. However, in all industries, marketing performance is still significantly influenced by entrepreneurial experience.

Table 6. Bootstrapping Results Based on Sub-Group Differences

Structural Path	Difference (Craft & Fashion – Culinary)	p-Value
Entrepreneurial Experience (X1) → Marketing Performance	-0.159	0.194
Government Support (X2) → Marketing Performance	0.322	0.034

The bootstrapping results based on sub-group differences between the culinary, craft, and fashion industries are shown in Table 6. There is no discernible difference between the two sectors, according to the study, which reveals that the impact of entrepreneurial experience on marketing performance is -0.159 with a p-value of 0.194. Government support, on the other hand, has a significantly greater impact on marketing success in the craft and fashion industry than in the culinary industry, with a difference of 0.322 and a p-value of 0.034. These results demonstrate that government assistance is more important in improving marketing results for craft and fashion companies. However, the impact of entrepreneurial experience remains constant for both kinds of businesses.

DISCUSSION

The findings demonstrate that entrepreneurial experience has a positive and significant effect on the marketing performance of MSMEs assisted by P3UD in Deli Serdang Regency, indicating that improvements in entrepreneurial experience directly enhance marketing outcomes. Entrepreneurial experience is crucial in strengthening marketing performance, as it enables MSME owners to optimize production skills, improve product quality, utilize technology effectively, and develop structured business plans (Johnson, 2007). This aligns with research by Eesley and Roberts (2012), which emphasizes that experience facilitates learning from both successes and failures, gradually activating individual potential and improving strategic decision-making.

Descriptive analysis shows that P3UD-assisted MSMEs perceive their entrepreneurial experience at a good level, reflecting strong awareness of its importance (Adawiyah et al., 2021). Experience gained through training programs, business planning, technology adoption, and community networking contributes to better decision-making, commitment to innovation, and business sustainability (Sari, 2022). These results support findings by Presutti and Odorici (2019), highlighting that entrepreneurial networks and learning experiences amplify firm performance and market responsiveness.

When analyzed by business type, entrepreneurial experience positively affects marketing performance across all sectors, with a stronger effect observed in the culinary sector compared to craft and fashion MSMEs, although the overall effect remains moderate. This supports prior studies emphasizing the role of entrepreneurial experience and marketing capability in improving MSME performance, as documented by Waliuddin and Umar (2021). Moreover, from a resource-based perspective, managerial experience represents a valuable strategic asset contributing to competitive advantage and sustained performance (Wernerfelt, 1984; Amit & Schoemaker, 1993; Hana, 2013).

The study also confirms that government support has a positive and significant effect on marketing performance. This suggests that stronger and more effective government interventions directly improve marketing outcomes. These findings align with research by Park et al. (2020), which found that SMEs benefit most when government programs, including training, licensing facilitation, infrastructure support, e-commerce platforms, and promotional initiatives, are effectively utilized. Similarly, Thongsri and Chang (2019) emphasize that supportive government policies are crucial in fostering innovation and market competitiveness. These findings also support the Triple Helix theory, highlighting government support as a key driver of MSME development (Julita, 2019; Najib et al., 2021).

Descriptive results reveal that, while MSMEs recognize the availability of various support programs, their implementation, particularly financial assistance, credit restructuring, and access to funding information, has not been fully optimized. Licensing

facilitation and regulatory support are perceived as highly beneficial, though infrastructure support often involves lengthy processing. These findings align with Herlina (2019), who reported that the effectiveness of government programs depends on both accessibility and the ability of firms to utilize available resources. Widely used support forms include training programs, production equipment assistance, and government-provided e-commerce platforms, all contributing to improved product innovation and sales performance, while business consulting services remain underutilized (Aksoy, 2017; Park et al., 2020; Boubakri et al., 2021; Ramadani et al., 2020; Lopetcharat et al., 2022; Kebede & Fikire, 2023).

Government support exerts a stronger influence on marketing performance in craft and fashion sectors than in the culinary sector, reflecting more targeted development initiatives. For instance, local cultural identity, such as SIMEKAR motifs, is actively promoted in fashion MSMEs. These findings are consistent with research by Pramuki and Kusumawati (2021), which emphasized the role of government and institutional support in stimulating innovation and enhancing MSME performance. Entrepreneurial experience and government support work synergistically: experience strengthens internal capabilities and decision-making, while institutional support provides the resources and networks necessary to implement innovations and expand market reach (Day, 1994; Collis, 1994; Ferdinand, 2000; Yalcinkaya et al., 2007; Kogabayev & Maziliauskas, 2017; Al Mamun et al., 2022). By combining personal expertise with government backing, MSMEs can respond effectively to market dynamics, achieve competitive advantage, and sustain long-term growth (Juandi et al., 2021). These results imply that policymakers should prioritize accessible and targeted support programs, while MSME owners need to continuously develop entrepreneurial skills and leverage networking opportunities to maximize marketing performance.

CONCLUSION

The findings of this study confirm that both entrepreneurial experience and government support significantly enhance the marketing performance of MSMEs assisted by P3UD in Deli Serdang Regency. Entrepreneurial experience strengthens the ability of business owners to manage operations, make informed decisions, adopt technology, and optimize product quality, while government support facilitates access to training, resources, infrastructure, and market opportunities. The impact of these factors varies across sectors, with government support being particularly influential in craft and fashion businesses, whereas entrepreneurial experience consistently benefits all sectors. These results emphasize the importance of structured mentoring, sector-specific training, technological adoption, and market expansion strategies to improve competitiveness and business sustainability. Practically, MSMEs should leverage digital marketing, strengthen partnerships, enhance raw material quality, and focus on creative product development to increase innovation and market reach.

Government agencies are encouraged to provide integrated support, including consulting services and innovative programs tailored to local product development and global competitiveness. Despite the valuable insights, this study is limited by its focus on a single regency and a specific set of P3UD-assisted MSMEs, which may affect generalizability. Future research could explore additional regions, examine the long-term impact of government programs, or investigate other factors such as consumer behavior, financial access, and cultural influences on MSME performance. Such studies would provide a more comprehensive understanding of entrepreneurial growth and marketing success, supporting evidence-based policies and practical strategies for MSME development.

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