



The Role of Marketing Capability in the Relationship between Entrepreneurial Orientation and Marketing Performance: A Study of Batik SMEs in Ciayumajikuning

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ABSTRACT

Previous studies on the influence of entrepreneurial orientation on marketing performance have revealed inconsistencies. To address these discrepancies, a new research model was developed, placing marketing capability as a mediating variable. The study is also based on the challenges that SMEs face in improving their marketing performance. This quantitative study uses a survey method to examine batik SMEs in the Ciayumajakuning region of West Java, Indonesia. The sample size consists of 200 SME owner-managers, selected using disproportionate random sampling. Data analysis was conducted using structural equation modelling with the AMOS program. The results indicate that marketing capability mediates the influence of entrepreneurial orientation on marketing performance. These findings are significant in that they identify a research model that addresses the challenges faced by SMEs in improving their marketing performance by focusing on market orientation and the role of marketing capability as a mediator. The results of this study have practical implications for SMEs in the batik industry in the Ciayumajakuning region, helping them to overcome problems with marketing performance by adopting a market-oriented approach.

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Introduction

Batik is an authentic Indonesian product that has been recognized by UNESCO (the United Nations Educational, Scientific, and Cultural Organization) as an element of Indonesia's Intangible Cultural Heritage since 2 October 2009. It is widely distributed throughout Indonesia's provinces, with different motifs in each region influenced by nature, the environment, community traditions, regional culture, religion, and social strata (Patappa, 2019). The popularity of batik has driven the growth of the batik manufacturing industry, which is primarily composed of small and medium-sized enterprises. These small-scale industries employ around 200,000 people across 47,000 business units in 101 regional centers throughout Indonesia (Kementerian Perindustrian Republik Indonesia, 2021).

As demonstrated in the extant literature, small and medium-sized enterprises in Indonesia play a very significant role in the Indonesian economy (Achsa et al., 2023; Rukoyah & Saepudin, 2025). The modest batik industry constitutes a segment of Indonesia's SMEs, which are recognized as pivotal contributors to the nation's economic landscape, particularly in terms of employment generation and the promotion of GDP growth (Aprilia et al., 2025). However, despite their significant contribution, they face challenges in improving their marketing performance due to intense competition (Soewarno et al., 2020). A lack of technological expertise in addressing productivity issues has resulted in a loss of competitiveness in the global market (Alhusain, 2015; Mahri et al., 2025). The inability to adopt digital technology also hinders marketing performance development (Kaluge, 2023; Ryandono et al., 2025; B. Ulum & Qosim, 2023).

Every company, including SMEs, wants to extend the life cycle of its business by improving its performance (Nizar et al., 2019; M. B. Ulum et al., 2021). One area that requires improvement is marketing performance (Donbesuur et al., 2020). Marketing performance is a fundamental element in achieving good overall performance (Ansori et al., 2022; Carraresi et al., 2012). It is crucial because it supports better market rankings, enhances competitiveness, and fosters long-term innovation (Setiawan et al., 2024; Yudha et al., 2024).

Various methods are employed to enhance marketing performance, with entrepreneurial orientation being one such approach (Subhan et al., 2024; Crick et al. 2024). Retnawati & Retnaningsih (2020) state that entrepreneurial orientation encourages companies to adapt quickly to market changes and take advantage of new opportunities, thereby improving marketing performance. Improved marketing performance in the context of the creative economy can be achieved through entrepreneurial skills (Amirudin et al., 2025). Thus, entrepreneurial orientation acts as a value system that determines a company's actions and strategies (Cvijić Čović et al., 2023). Crick et al. (2024) and Retnawati & Retnaningsih (2020) have proven through their research that entrepreneurial orientation has a positive influence on marketing performance. Several previous studies have also confirmed that entrepreneurial orientation, through dimensions such as autonomy, innovation, proactivity, and aggressiveness, contributes significantly to marketing performance (Kassim, 2023; Qosim, 2022).

However, not all studies on the effect of entrepreneurial orientation on marketing performance have found it to have a significant influence. For example, Baker & Sinkula (2009); Onwe et al., (2020); and Andrade-Valbuena & Llanos-Herrera (2022) have shown that entrepreneurial orientation does not play a significant role in improving marketing performance. Frishammar & Andersson (2009) found that the dimensions of innovation and risk-taking had no significant effect on marketing performance.

Another approach to improving marketing performance is to strengthen marketing capability (Morgan et al., 2009; Kajalo & Lindblom, 2015; Martin et al., 2020; and Hoque et al., 2020). Purchase decisions that contribute to improved marketing performance can be driven by marketing capability (Ju et al., 2018; Ratnawati et al., 2023). Specifically, Ratnawati et al. (2023) state that marketing capability in the form of market sensing and customer relationship management supports marketing success. Oduro & Mensah-Williams (2023) emphasise the importance of marketing capability dimensions such as marketing communication, marketing channels, and product development in improving marketing performance. However, marketing capability is influenced by the level of innovation, resources, and SME differentiation strategies. Therefore, it is appropriate to combine other internal factors to improve marketing performance.

As previously described, there are known differences in research results regarding the impact of entrepreneurial orientation on marketing performance. These inconsistencies provide an opportunity for further research. To address this, this study will examine the role of marketing capability as a mediating variable. The study's objective is to demonstrate the mediating role of marketing capability in the relationship between entrepreneurial orientation and marketing performance in batik SMEs in the Ciayumajakuning region. This study is unique in its focus on batik SMEs in the Ciayumajakuning region, an area that has been relatively overlooked in previous academic studies. Consequently, this study is expected to enrich the literature on its subject matter and provide practical contributions to the development of local, wisdom-based marketing strategies.

Literature Review

Marketing performance

Marketing performance is of critical importance to all companies, including SMEs, which aim to optimize the use of resources, achieve strategic objectives, and expand target markets (Boyjigitov, 2021). Marketing performance can be defined as a method of assessing the success of marketing activities based on the output produced (Putra et al., 2021). Kabiraj & Joghee (2023) posit that an enhancement in marketing performance has the capacity to engender an increase in customer engagement, which in turn has the potential to drive business growth. It has been demonstrated that superior marketing performance has a direct impact on a company's capacity to attain sales targets, maintain competitiveness, and ensure sustainability in the market (Komaryatin et al., 2024). Consequently, marketing performance can be defined as a business sustainability process influenced by internal and external factors, rather than the result of a marketing strategy.

An alternative viewpoint posits that marketing performance is defined as the evaluation of marketing activities through the utilization of quantifiable business indicators, which are integrated with marketing functions in their entirety (Starikova et al., 2022). Yoga et al. (2023) emphasize that marketing performance is indicative of a company's ability to understand consumer needs and build long-term relationships in order to achieve long-term goals. Furthermore, marketing performance can be understood as a measure of the achievement of all marketing activities that reflect the effectiveness and efficiency of marketing strategies in achieving company goals (Daengs dg et al., 2022; Gama, 2023; Dike et al., 2024). It is incumbent upon every company to formulate a marketing program that will facilitate enhancements in marketing performance, coordination, and competitiveness (Rosário & Patr, 2023). Consequently, marketing performance can be conceptualized as a company's capacity to attain marketing objectives, including the augmentation of market share, the cultivation of customer satisfaction and loyalty, and the enhancement of sales growth, through the execution of efficacious and efficient marketing strategies (Qosim & Buhori, 2022; Zakik et al., 2022).

Entrepreneurial Orientation

Entrepreneurial orientation is defined as a continuous decision-making process involving activities oriented towards creating new ventures that are bold in taking risks, innovating, and being proactive (Kinya et al., 2022). The conceptualization of entrepreneurial orientation as a multidimensional construct signifies its potential to enhance innovation, proactivity, and risk-taking within organizational contexts. Consequently, this orientation can facilitate the attainment of a competitive advantage over organizations that adopt a conservative approach (Covic et al., 2023). In the study conducted by Rassool et al. (2023), the concept of autonomy was introduced as a critical element in the strategic mindset of a company. This notion of autonomy was found to be intertwined with other significant factors, including innovation, risk-taking, and proactivity. Consequently, entrepreneurial orientation signifies a company's propensity and readiness to capitalize on opportunities, fostering growth and superior performance, particularly within the manufacturing SME sector (Adirestuty, 2023; Maulida et al., 2022).

The present study sets out to explore the crucial role that entrepreneurial orientation plays in strategic management, and how this can drive value creation through its dimensions, thereby strengthening overall company performance (Perera et al., 2024; Rezaei & Ortt, 2018). Perera et al. (2024) posit that these indicators encompass innovation, risk-taking, proactivity, competitive aggressiveness, and autonomy. Coelho et al. (2022) further posit that entrepreneurial orientation plays a pivotal role in fostering flexibility and competitiveness in the face of dynamic and uncertain market conditions.

According to O’Kane, & Chen (2020), companies that engage in entrepreneurial orientation behavior can effectively grow and improve their performance and competitiveness. Entrepreneurial orientation is associated with opportunity seeking, risk-taking, and decision-making by organizational leaders. It will also determine the company’s direction or strategy, becoming a value system for the company (Basco, et al., 2020). Companies that value continuous opportunity seeking will continue to try to enter new markets and take advantage of the opportunities there (Chien & Tsai, 2021). Chien & Tsai (2021) also argue that companies that encourage risk-taking will be more willing to try new things, strategies, or businesses, which could improve company performance. The characteristics of a successful entrepreneur transferred into an organization will shape it, thereby increasing the likelihood of boosting product sales (Donbesuur, et al., 2020).

Several previous researchers, such as Cho & Lee (2018) and Hernández-Perlines et al. (2021), have proven the role of entrepreneurial orientation in improving marketing performance. Narver & Slater (1990) stated that implementing an entrepreneurial orientation strategy would give a company a competitive advantage and improve its marketing performance. Jaworski & Kohli (1993) and Kumar et al. (2011) also noted that an entrepreneurial orientation enables companies to understand customer needs and desires, thereby driving business performance. Masa’deh et al. (2018) observed that entrepreneurial orientation is perceived as an integral part of successful organizations. O’Kane, & Chen (2020), Basco et al. (2020) and Chien & Tsai (2021). The findings of that study demonstrate that entrepreneurial orientation exerts a favourable influence on the enhancement of marketing performance. This is achieved by fortifying innovation, risk-taking, and the capacity for proactive responsiveness to market dynamics.

Marketing capability

Marketing capability is widely accepted as the capacity of an organization to leverage its resources to execute marketing activities with optimal efficiency, thereby attaining the anticipated outcomes (Day, 1994). In accordance with the findings of preceding research, Martin et al. (2020) delineate marketing capability as an integrative process designed to direct and apply company resources to meet market demand. Another researcher's view, as expressed by Ju et al. (2018), is that marketing capability is a company's effort to combine and transform available resources. Conversely, Inan & Kop (2018) posit that the capacity to comprehend and cater to customer requirements promptly, in an appropriate location, and at an optimal cost is an indication of marketing aptitude. As posited by Debella et al. (2023), marketing capabilities are instrumental in enabling companies to apply and integrate a variety of marketing inputs, thereby facilitating the effective achievement of profits. In accordance with the preceding experts' opinions, marketing capability can be defined as a multidimensional concept of a company's ability to integrate, direct, and implement various marketing resources in order to obtain optimal profits. Thus, marketing capabilities are an important resource for sustainable competitive advantage and superior performance.

It has been demonstrated that entrepreneurial orientation is an antecedent factor that influences marketing capability (Susanto et al., 2021). The dimension of entrepreneurial orientation enables companies to adjust their marketing strategies, identify customer needs with greater accuracy, and capitalize on available opportunities, which ultimately leads to an enhancement in marketing capability (Qureshi et al., 2017). Furthermore, through entrepreneurial orientation, companies can develop creativity in their products and services, adapt to changes in the business environment, and respond effectively to market demands (Rupianti et al., 2022). A similar assertion was made by Alqahtani et al. (2024), who posited that

entrepreneurial orientation serves as a catalyst for marketing capability through the process of adapting to market demands, thereby engendering an effective and creative marketing program.

Marketing capability has been demonstrated to play a strategic role in improving marketing performance, including in the SME sector (Day, 1994; Susanto et al., 2021; Oduro & Mensah-Williams, 2023). These marketing capabilities enable companies to respond to market dynamics, optimize resource utilization, and establish synergies with partners in creating value and meeting consumer needs (Hoque et al., 2020). Marketing capability is considered a core competency, with the ability to understand customer preferences being integral to the implementation of relevant strategies (Ratnawati et al., 2023). As asserted by Ali et al. (2024), the efficacy of marketing capability in enhancing marketing performance is predicated on the augmentation of customer engagement and the promotion of sustainable marketing innovation.

H1: A positive entrepreneurial orientation positively influences marketing performance.

H2: An entrepreneurial orientation influences the improvement of marketing capabilities.

H3: Marketing capability has a positive impact on marketing performance.

H4: Marketing capability mediates the relationship between entrepreneurial orientation and marketing performance.

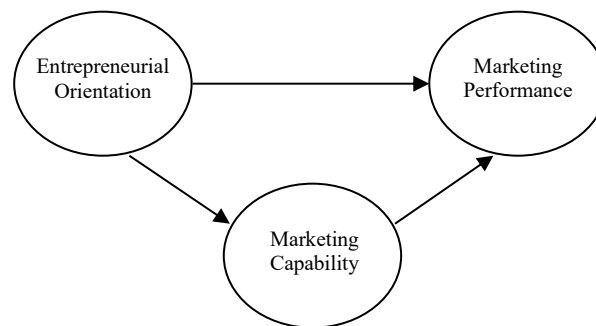


Figure 1 Research Model

Source: Author's Own Work (2025)

Methodology

The present study employed a survey method, targeting SME operators producing batik in the Ciayumajakuning region of West Java, encompassing the regencies and cities of Cirebon, Indramayu, Majalengka, and Kuningan. The sample size for this study consisted of 200 SME owners or managers, determined based on the Slovin formula (Mao et al., 2021) and considering the maximum likelihood estimation approach in Structural Equation Modelling (SEM) analysis (Hair et al., 1998). The sampling technique utilized was disproportionate stratified random sampling (Etikan & Bala, 2017). The sample criteria were SMEs that were still actively producing and had a minimum of two years of business experience. It was determined that this time limit would be adequate to ensure adequate understanding of the research variables. It was hypothesized that respondents with experience in the field would provide more accurate, consistent, and representative data on the phenomenon under study, thereby improving the quality and validity of the research. This should result in an improvement in the quality and validity of the research. The data collection for this research was conducted over a period of three months, given the extensive coverage area of SMEs.

The present study investigates three variables: entrepreneurial orientation (the independent variable), marketing performance (the dependent variable), and marketing capability (the mediating variable). The measurement of the variables can be found in Table 1.

Table 1. Research Variables and Their Measurement

No	Variable	Code	Item	Source
1	Entrepreneurial orientation	EO1	I have the freedom to make decisions in managing my batik business.	Lumpkin & Dess (1996) and Niu et al. (2020)
		EO2	I strive to create new batik designs or patterns that are different from competitors.	
		EO3	I dare to try new ideas even though there is a risk of failure.	
		EO4	I always try to introduce new batik products earlier than my competitors.	
		EO5	I work hard to win the competition by offering superior batik products.	
2	Marketing capability	MC1	I am able to identify new market segments for batik products.	Ju et al. (2018)
		MC2	I quickly adjust marketing strategies when there are changes in consumer preferences.	
		MC3	I strive to establish good communication with customers.	
		MC4	I maintain customer loyalty by providing satisfying service.	
		MC5	I built good cooperation with batik distributors or channel partners.	
3	Marketing performance	MP1	My batik product sales are higher compared to the previous year.	Suliyanto et al. (2020) and Rois et al., (2023)
		MP2	My batik product sales continue to increase in each period.	
		MP3	The number of my batik product customers continues to grow over time.	
		MP4	The profit of my batik business continues to increase from year to year.	

Source: Researcher literature review (2025)

Results and Discussion

Results

Table 2. Respondent Characteristics

Profile Respondents	Detail	Total	Percentage
Age	< 25 years	15	7.5
	> 26-35 years	25	12.5
	> 36-45 years	42	21
	> 45 years	118	59
Type Sex	Man	130	65
	Woman	70	35
Level of education	Elementary School	27	13.5
	Junior high school	98	49
	Senior High School	61	30.5
	Diploma	4	2
	Bachelor	5	2.5
	Postgraduate	3	1.5
	Other	2	1

Profile Respondents	Detail	Total	Percentage
Length of Business	< 5 years	67	33.5
	> 6-10 years	70	35
	> 11-20 years	44	22
	> 20 years	19	9.5
Reach Marketing	In regency	151	75.5
	In province	30	15
	National scale	19	9.5

Source: Authors Own Work (2025)

As demonstrated in Table 2, the majority of respondents are male, over the age of 45, and possess a junior high school education. This finding suggests that adult males who engage in mature thinking adopt a dominant role as entrepreneurs and heads of households in terms of earning a living. However, it is encouraging that a significant proportion of the population under the age of 35 has entered the SME business sector. The educational attainment of the subjects was generally elementary or junior high school, with only a small percentage having attended senior high school. The majority of businesses have been in operation for between six and ten years. This suggests that they are considered stable and have accumulated sufficient experience to engage in business.

It is incumbent upon entrepreneurs, the government, and other stakeholders with a vested interest in SMEs to promote sales to a broader market, extending beyond the confines of the district level. This phenomenon can be evidenced by the predominance of respondents who are constrained in their ability to market their products beyond the confines of the district. Conversely, sales occurring outside the district, at the provincial or national level, remain negligible.

Table 3. Validity and Reliability Test of Research Instruments

Variables	Indicator	Loading Factor	Cronbach's alpha	Composite Reliability	AVE
Entrepreneurial Orientation	EO1	0,766	0,810	0,873	0,580
	EO2	0,747			
	EO3	0,773			
	EO4	0,798			
	EO5	0,722			
Marketing capability	MC1	0,766	0,811	0,878	0,589
	MC2	0,762			
	MC3	0,786			
	MC4	0,747			
	MC5	0,777			
Marketing Performance	MP1	0,809	0,826	0,862	0,610
	MP2	0,835			
	MP3	0,773			
	MP4	0,701			

Source: Author's Own Work (2025)

As demonstrated in Table 2, the majority of respondents are male, over the age of 45, and possess a junior high school education. This finding suggests that adult males who engage in mature thinking adopt a dominant role as entrepreneurs and heads of households in terms of earning a living. However, it is encouraging that a significant proportion of the population under the age of 35 has entered the SME business sector. The educational attainment of the subjects was generally elementary or junior high school, with only a small percentage having attended senior high school. The majority of businesses have been in operation

for between six and ten years. This suggests that they are considered stable and have accumulated sufficient experience to engage in business.

The businesses that are predominantly engaged in by respondents are predominantly in the food industry, primarily due to the ease of obtaining raw materials, the simplicity of the production process, the minimal costs involved, and the straightforward marketing process. It is incumbent upon entrepreneurs, the government, and other stakeholders with a vested interest in SMEs to promote sales to a broader market, extending beyond the confines of the district level. This phenomenon can be evidenced by the predominance of respondents who are constrained in their ability to market their products beyond the confines of the district. Conversely, sales occurring outside the district, at the provincial or national level, remain negligible.

After the model is analyzed through confirmatory factor analysis, and it can be seen that each indicator can define latent constructs, a full SEM model can be analyzed as shown in Figure 2.

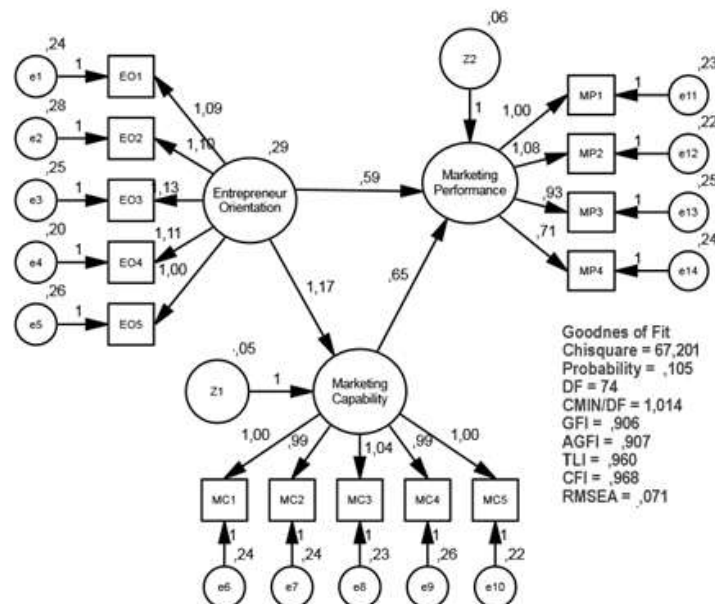


Figure 2. Structural Equation Modeling of Factors Affecting Marketing Performance

Source: Author's Own Work (2025)

Based on Structural Equation Modeling testing, it can be seen that the results of the model fit test use the required goodness of fit criteria according to Hair et al., (1998). The test of the suitability of the model shows that this model is suitable for the data used in the study. This can be seen from the suitability indices, namely: Chi-Square, Probability, CMIN/DF, GFI, AGFI, TLI, CFI, and RMSEA are accepted.

Table 4. Goodness of Fit Test

Goodness of Fit Index	Analysis Result	Cut-Off Value	Model Evaluation
χ^2 - Chi-Square	67,201	< 95,081	Good
Probability	0,105	$\geq 0,05$	Good
CMIN/DF	1,014	$\leq 2,00$	Good
GFI	0,906	$\geq 0,87$	Marginal
AGFI	0,907	$\geq 0,85$	Marginal
TLI	0,960	$\geq 0,95$	Good
CFI	0,968	$\geq 0,95$	Good
RMSEA	0,071	$\leq 0,08$	Good

Source: Author's Own Work (2025)

Table 5. Testing the Causal Hypothesis

No	Variables	CR	P-value	Results
1	Entrepreneurial Orientation → Marketing Performance	6,749	0,000	Supported
2	Entrepreneurial Orientation → Marketing capability	11,959	0,000	Supported
3	Marketing capability → Marketing Performance	8,037	0,000	Supported

Source: Author's Own Work (2025)

Hypothesis testing is carried out with a level of significance of 95% or $\alpha = 0.05$, shown in Table 3. Based on this table, it is known that the Critical Ratio (C.R.) value of the effect of entrepreneurial orientation variables on marketing performance is 6.749 with a p-value of $0.000 < 0.050$. It can be stated that entrepreneurial orientation has a positive effect on marketing performance. Furthermore, it is known that the C.R. value of the effect of the entrepreneurial orientation variable on marketing capability is 11.959 with a p value of $0.000 < 0.050$, which means that entrepreneurial orientation has a positive effect on marketing capability. The C.R. value of the effect of marketing capability variables on marketing performance is 8.037 with a p value of $0.000 < 0.050$, which means that marketing capability has a positive effect on marketing performance. It can be concluded that H1, H2, and H3 are supported.

Table 6. Testing the Mediation Hypothesis

No	Variables	Z-value	P-value	Results
1	Entrepreneurial Orientation → Marketing capability → Marketing Performance	7,72048930	0,000	Supported

Source: Author's Own Work (2025)

Following the conduction of direct hypothesis testing, the subsequent stage of the research involved the testing of the indirect effect of entrepreneurial orientation on marketing performance through marketing capability. The mediation test employed the Sobel test, whereby the calculated Z value was compared with the two-tailed significance value (Soleman & Victoria, 2021). The calculation results were obtained using a calculator with the following limit values: a (0,940), b (0,378), Sa (0,024), and Sb (0,048). The calculated Z value is 7.72048930 with a significance value of 0.000. Given that the significance level has been set at 0.05, the Z table value is 1,96 (Suliyanto, 2018). The results of the mediation hypothesis test demonstrate that the Z value exceeds the Z table value and the significance value is less than 0,05. This indicates that H4 is supported.

The data processing results indicate a positive influence of entrepreneurial orientation on marketing performance, with a value of 0.806 and a t-value (43.112) greater than the t-table (1.653). The result is significant at the 0.000 level. Following the incorporation of marketing capability as a mediating variable, the influence of entrepreneurial orientation on marketing performance exhibited a regression value of 0.450, with a t value (9.322) greater than the t table (1.653) and a significance level of $0.000 < 0.05$. The relationship remained positively significant both before and after the addition of the mediating variable. However, the regression value decreased from 0.806 to 0.450, indicating that marketing capability acts as a partial mediator in the relationship between entrepreneurial orientation and marketing performance (Suliyanto, 2018).

Discussion

The Influence of Entrepreneurial Orientation on Marketing Performance

The results of this study indicate that entrepreneurial orientation has a positive effect on marketing performance. Based on the Resource-Based View (RBV) perspective, this orientation, which is reflected in innovation, is a valuable strategic resource that is rare, difficult to imitate, and capable of providing

sustainable competitive advantage (Barney, 1991). In the context of batik SMEs, entrepreneurial orientation encourages the creation of competitive advantage through product differentiation, the development of new motifs, and market expansion. The impact is seen in improved competitive positioning and customer satisfaction, which directly strengthens marketing performance. These results are in line with previous studies by Onwe et al. (2020), Cvijić Čović et al. (2023), Crick et al. (2024), and Amirudin et al. (2025), which places entrepreneurial orientation as a key factor in determining business performance, including in the culture-based creative industry sector.

The Influence of Entrepreneurial Orientation on Marketing Capabilities

This study also reveals that entrepreneurial orientation has a positive effect on marketing capabilities. This finding can be explained through the Dynamic Capabilities Theory framework. (Teece, 2007), which states that organizations with an entrepreneurial orientation have a higher capacity to develop sensing, seizing, and reconfiguring capabilities. In the context of batik SMEs, this orientation encourages business actors to respond to market changes innovatively, integrate traditional and modern designs, utilise digital media, and reach a wider market. Thus, entrepreneurial orientation not only functions as a mental attitude but also as a trigger for the formation of adaptive and dynamic marketing capabilities. These results are consistent with the research of Susanto et al. (2021), Rupianti et al. (2022), and Alqahtani et al. (2024), which confirms that entrepreneurial orientation is an important foundation in the development of marketing capability based on competitive advantage.

The Influence of Marketing Capability on Marketing Performance

The findings of this study demonstrate that marketing capability exerts a substantial influence on the enhancement of marketing performance. Marketing capability represents an organization's ability to manage market knowledge, understand consumer dynamics, build and maintain customer relationships, and create a credible brand image (Adirestuty et al., 2023; Shara et al., 2021). In the context of batik SMEs, marketing capability supports the processes of segmentation, product customization, and the development of relevant promotional strategies. This perspective aligns with the assertions put forth by Day (1994), who posits that marketing capability constitutes a fundamental competence that is challenging for competitors to emulate, thereby becoming a catalyst for sustainable competitive advantage.

Moreover, within the paradigm of competition in the culture-based creative industry, marketing capability has been demonstrated to support market penetration and increased sales, whilst concomitantly strengthening consumer loyalty through the provision of authentic and culturally valuable brand experiences. This perspective aligns with the findings of Hoque et al. (2020), Susanto et al. (2021), Ratnawati et al. (2023), and Ali et al. (2024), who underscore the pivotal role of robust marketing capability in fostering enhanced market penetration, sales growth, and customer loyalty.

Marketing Capability Mediates the Influence of Entrepreneurial Orientation on Marketing Performance

Another significant finding shows that marketing capability acts as a mediator in the relationship between entrepreneurial orientation and marketing performance (Alimusa et al., 2025; Juliana et al., 2024). These results indicate that entrepreneurial orientation does not automatically result in superior marketing performance, but rather requires the support of marketing capability in order to realize its full potential. Entrepreneurial orientation, which encompasses innovation, proactivity, and risk-taking, acts as a strategic driver, but its effectiveness depends on the organization's ability to manage and execute marketing strategies adaptively (Fitrianna et al., 2025; Zaki et al., 2024). In the context of batik SMEs, the positive impact of launching new motifs is only achieved when supported by the right marketing approach, such as digital branding, narratives based on local wisdom, and the utilization of customer communities as promoters (Adirestuty et al., 2025; Zaki et al., 2020).

Thus, marketing capability clarifies the path of transformation from strategic orientation to tangible competitive advantage. In other words, marketing capability serves as a bridge that enables entrepreneurial orientation to be transformed into measurable added value, whether in the form of increased market penetration, consumer loyalty, or brand reputation. Thus, the mediating role of marketing capability clarifies the internal mechanism of how entrepreneurial orientation is translated into sustainable competitive advantage. These findings reinforce the view of Morgan et al. (2009), who emphasize that marketing capabilities are a key mechanism in linking entrepreneurial orientation with marketing performance.

The findings about the mediating role of marketing capability have strategic implications for batik SMEs. In the context of challenges such as shifting consumer preferences, an entrepreneurial orientation is indeed the initial driver that gives rise to creative ideas and the courage to innovate. However, the absence of adequate marketing capability may result in this drive failing to achieve its optimal performance. Consequently, marketing capability functions as a pivotal conduit between entrepreneurial orientation and the attainment of marketing performance (Fauzi et al., 2024; Qosim et al., 2023). The combination of a strong entrepreneurial orientation and adaptive marketing capability will form the foundation for creating sustainable strategies to maintain the competitiveness of the batik industry amid modern market pressures. The findings emphasize that the success of batik SMEs does not only depend on the courage to innovate, but also on the ability to implement innovations through relevant and sustainable marketing strategies (Qosim, 2016; Ryandono et al., 2019).

Contribution of Theory and Practical Research Results

Theoretically, this study makes an important contribution by expanding the extant literature on entrepreneurial orientation and dynamic capability. The present study corroborates the notion that entrepreneurial orientation is not only directly associated with performance but also functions through marketing capability that serves as an explanatory mechanism. This research contributes to our understanding of the integration of the Resource-Based View and Dynamic Capability Theory to explain the achievement of competitive advantage, particularly in culture-based creative industries. Moreover, the present study lends further support to the notion that marketing capability constitutes a pivotal form of dynamic capability for small and medium-sized enterprises.

In practical terms, the study recommends that batik SME actors should not only rely on an entrepreneurial orientation as a driving force, but also systematically build marketing capability. The realization of these efforts can be achieved through the following means: first, the strengthening of branding based on local cultural identity; secondly, the utilization of social media and digital platforms as primary marketing channels; and thirdly, the development of strategic partnerships with batik communities and associations. It is through the implementation of these measures that the innovation and proactivity intrinsic to an entrepreneurial orientation can be effectively translated into sustainable enhancements in marketing performance. The findings of this study will also be of use to the government and supporting institutions, to ensure that SME empowerment programs do not merely emphasize increasing product creativity, but also strengthen marketing capability, thus enabling SMEs to survive and compete in the era of digital tourism.

Conclusion

Based on empirical testing results, this study concludes that entrepreneurial orientation and marketing capability have an important role in improving marketing performance. The results of this study found the fact that entrepreneurial orientation has an important role in improving marketing capability. It also shows that marketing capability can mediate the role of entrepreneurial orientation in improving marketing performance. This research has not touched on the role of batik, which is an iconic product. So that future research can focus on the role of batik as an iconic product that has advantages in driving marketing performance.

The results of this study provide managerial implications for batik SMIs in the Ciayumajakuning region to overcome problems in improving marketing performance through entrepreneurial orientation. The steps that can be taken are to optimize their entrepreneurial orientation by using their authority in deciding

business plans independently. Batik SMI entrepreneurs must also continue to innovate by creating a new motif or output in the face of market saturation, and run a business by considering the risks that will be faced. In addition, batik SMI entrepreneurs must also act proactively in seeking the latest information related to market needs and desires, and be active in the business community as a response to aggressiveness in facing fierce market competition.

Another managerial implication is that batik SMI entrepreneurs must optimize the role of marketing capability in improving marketing performance. Steps that can be taken are to continue to identify customer needs in creating new market opportunities that are more profitable for the business. Batik SMI actors to dynamically update products according to market needs. Batik SMI entrepreneurs must also create channels that can bridge the relationship between customers and the company, such as customer complaint services. Another thing that can be done by SMI entrepreneurs is to reward loyal customers through promotional programs that benefit both parties, such as prize draws. Batik SMI entrepreneurs must also maintain good relations with retailers who help sell the company's products.

The research was conducted exclusively on batik SMEs in the Ciayumajakuning region; consequently, the results may not be generalizable to other regions or industrial sectors. This is imperative because cultural characteristics, markets, and local policies can uniquely influence entrepreneurial orientation and marketing capability. It is recommended that future research include SMEs from a range of sectors, including but not limited to culinary, handicrafts, and fashion, as well as different regions. This approach will ensure the results are more general and comprehensive. The present study places significant emphasis on the testing of theoretical models; however, it does not explore the perspectives of batik SME actors in depth through interviews or case studies. Consequently, future research endeavors should integrate quantitative and qualitative methodologies to facilitate a more profound comprehension, particularly in the context of investigating the motivations and strategies of business actors directly.

Author's Contribution

Authors' individual contribution: Conceptualization, Methodology, Formal Analysis, Writing Original Draft, Writing Review & Editing, Supervision — Tatang Rois, Iqbal Arraniri, and Ilham Akbar; Project Administration — A'i Nurhayani, Erni Yuliyanti Pratiwi.

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