



The Influence of Entrepreneurial Orientation and Entrepreneurial Characteristics on the Marketing Performance of MSMEs in Sumbawa Regency

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh orientasi kewirausahaan dan karakteristik kewirausahaan terhadap kinerja pemasaran UMKM di Kabupaten Sumbawa. Pendekatan kuantitatif dengan desain eksplanatori kausal digunakan dalam penelitian ini. Sampel sebanyak 100 pelaku UMKM dipilih secara proportional stratified random sampling dari populasi UMKM aktif di Sumbawa. Pengumpulan data dilakukan melalui kuesioner tertutup dengan skala Likert 4 poin. Analisis data dilakukan menggunakan Structural Equation Modeling (SEM) berbasis Partial Least Squares (PLS) dengan bantuan software SmartPLS 4. Hasil penelitian menunjukkan bahwa orientasi kewirausahaan berpengaruh positif dan signifikan terhadap kinerja pemasaran UMKM ($\beta = 0,317$; $T = 4,380$; $p < 0,05$). Demikian pula, karakteristik kewirausahaan juga terbukti memberikan pengaruh positif dan signifikan ($\beta = 0,286$; $T = 4,227$; $p < 0,05$). Model penelitian mampu menjelaskan 58,3% variasi kinerja pemasaran UMKM. Temuan ini mengindikasikan bahwa peningkatan inovasi, proaktivitas, sikap kepemimpinan, kepercayaan diri, dan keberanian mengambil risiko pada pelaku UMKM sangat penting dalam memperkuat pemasaran dan pertumbuhan usaha lokal. Rekomendasi penelitian menekankan pentingnya program pelatihan, pengembangan, dan pendampingan yang menargetkan penguatan orientasi serta karakteristik kewirausahaan secara berkelanjutan di lingkup UMKM daerah.

Kata Kunci: Orientasi Kewirausahaan, Karakteristik Kewirausahaan, Kinerja Pemasaran, UMKM.

Abstract

This study aims to analyze the influence of entrepreneurial orientation and entrepreneurial characteristics on the marketing performance of MSMEs in Sumbawa Regency. A quantitative approach with a causal explanatory design was used in this study. A sample of 100 MSMEs was selected using proportional stratified random sampling from the active MSME population in Sumbawa. Data collection was carried out through a closed questionnaire with a 4-point Likert scale. Data analysis was carried out using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the help of SmartPLS 4 software. The results showed that entrepreneurial orientation had a positive and significant effect on MSME marketing performance ($\beta = 0.317$; $T = 4.380$; $p < 0.05$). Similarly, entrepreneurial characteristics were also proven to have a positive and significant effect ($\beta = 0.286$; $T = 4.227$; $p < 0.05$). The research model was able to explain 58.3% of the variation in MSME marketing performance. These findings indicate that enhancing innovation, proactivity, leadership, self-confidence, and risk-taking among MSMEs is crucial for strengthening local business marketing and growth. The research recommendations emphasize the importance of training, development, and mentoring programs that target the sustainable strengthening of entrepreneurial orientation and characteristics within the regional MSME sector.

Keywords: *Entrepreneurial Orientation, Entrepreneurial Characteristics, Marketing Performance, MSMEs.*

INTRODUCTION

The Indonesian economy is fundamentally underpinned by its Micro, Small, and Medium Enterprises (MSMEs). According to official data from the Ministry of Cooperatives and SMEs for 2024, the number of MSMEs has surpassed 65 million units, contributing approximately 61.1% to the national Gross Domestic Product. Their role is further underscored by their strategic importance in labor absorption, accounting for over 97% of the workforce, equivalent to 119.6 million people. However, despite this immense potential, the marketing of MSME products in Indonesia faces formidable challenges. A primary obstacle is low market penetration, particularly into global markets. Data from BPS (2023) indicates that the export contribution of MSMEs to the total national exports has stagnated at 15.7%, lagging significantly behind other ASEAN countries like Thailand and Vietnam, which have exceeded 30%. This phenomenon signifies a substantial work capacity gap within the marketing aspect of domestic MSMEs.

Furthermore, a 2024 survey by Bank Indonesia highlights that over 60% of Indonesian MSMEs still concentrate their marketing efforts on local territories, despite the growing digital mobilization and inter-regional market openness. Several internal constraints, such as limited human resources in marketing, technological access, and a lack of product and promotional innovation, further exacerbate their competitive disadvantage. Beyond competitive pressures, MSMEs must also contend with a shift in digital-era consumer behavior, which is now more selective, informed, and demanding of personalized services. Issues of weak branding, suboptimal pricing strategies, and inefficient supply chains make it difficult for MSMEs to increase sales volume or win the trust of a broader market.

The suboptimal marketing performance of Indonesian MSMEs is also aggravated by limited digital literacy and a slow adaptation to modern entrepreneurship among business owners. A 2024 survey by the Ministry of Cooperatives and SMEs highlights that although digitalization trends are expanding, over 60% of MSMEs still heavily rely on offline promotions and traditional marketing techniques, while only 12% have fully leveraged e-commerce platforms

to boost revenue. The implication is a digital divide between MSMEs and the modern digital marketplace, leading to a significant gap in business growth, profitability, and national-level expansion.

The shifting business and technological landscape of the digital era demands that MSMEs transform to improve their marketing performance. Digital marketing, e-commerce platform integration, and the use of social media for promotion have become primary catalysts for this change. However, the adoption rates and effectiveness of these digital marketing strategies vary widely among MSMEs. A majority, particularly those in regional areas, still face barriers in accessing technology and developing digital marketing creativity. This creates new problems regarding the effectiveness of marketing strategies, widens the digital competency gap, and underscores the need for a reform towards a more progressive and adaptive entrepreneurial orientation for the digital age.

The problem of MSME marketing performance becomes more complex when linked to the characteristics of the entrepreneurs themselves. Several national and international studies have identified that entrepreneurial characteristics ranging from risk-taking propensity, innovation, and self-confidence to proactiveness are critical in determining marketing success amidst the dynamics of the digital market. However, these characteristics do not necessarily develop uniformly across all MSMEs, especially those operating outside major cities. Access to training, business experience, and adaptive capacity often act as internal limitations to the acceleration of MSME marketing in various regions, including rural and semi-urban areas.

Contemporary studies also emphasize that digital transformation, without the support of a strong entrepreneurial mentality and character, will struggle to significantly enhance marketing performance. Therefore, a cross-variable analysis of entrepreneurial orientation, the individual characteristics of entrepreneurs, and marketing performance outcomes becomes highly relevant in framing optimal strategies for MSME enhancement in the context of global competition.

In the realm of modern marketing, entrepreneurial orientation is understood as a strategic foundation that drives MSME owners to continuously innovate, act proactively, and take risks in the face of market uncertainty. Hitt et al. (2021) assert that a high entrepreneurial orientation contributes to increased competitiveness, product optimization, and penetration of new markets. Another study by Lumpkin and Dess (2020) states that entrepreneurial orientation has a strong correlation with adaptive, innovative, and customer-driven marketing strategies in small and medium-sized businesses. Meanwhile, Covin & Wales (2019) and Supriyanto et al. (2024) consistently highlight the importance of a proactive, innovative, and risk-taking attitude as a primary predictor of MSME marketing success in developing countries.

Various empirical studies have more specifically affirmed the link between entrepreneurial orientation and MSME marketing performance. For instance, Nugroho and Santoso (2023) found that entrepreneurial orientation has a positive and significant effect on the marketing performance of MSMEs in Indonesia's digital trade sector, particularly in the application of branding, pricing, and digital advertising strategies. Another study by Zhang et al. (2022) in China proved that firms with a high entrepreneurial orientation were able to expand their markets and increase customer loyalty more effectively, even when facing a volatile business environment. In Nigeria, Obiekwe and Eze (2023) reported that the marketing success rate of MSMEs is heavily influenced by risk-taking and innovation as key components of entrepreneurial orientation. Furthermore, research by Purwana et al. (2022) in Indonesia also affirms the role of entrepreneurial orientation as a primary driver of successful marketing for technology-based MSMEs.

Entrepreneurial orientation in various studies is also identified as a driving factor for modernizing MSME marketing strategies, in terms of technology use, network strengthening, and response to market opportunities. Conversely, the absence of strong entrepreneurial characteristics can lead to resistance to change, slow down the process of technological adaptation, and reduce the effectiveness of the marketing function. Studies

by Mahmood et al. (2021), Nugroho et al. (2023), and other experts have confirmed the need for an integrated approach that combines strategic orientation with the personal capacity development of MSME owners as a prerequisite for improving marketing competitiveness.

Entrepreneurial characteristics have also been extensively researched and identified as determinants of MSME marketing performance. Bakar and Ahmad (2022) found that characteristics such as an orientation towards innovation, proactiveness, and resilience directly correlate with increased sales and market expansion for MSMEs in Malaysia. In Indonesia, research by Supriyanto and Nugroho (2022) confirms that self-efficacy, motivation, and risk-taking propensity significantly influence the marketing effectiveness of MSME products in the era of digital competition. Research by Eka Putri (2023) also shows that the characteristics of the producer/business owner, such as perseverance, independence, and adaptability, are important social capital for formulating marketing strategies and facing external dynamics.

Pioneering research by Herron et al. (2021) asserts that entrepreneurial characteristics are the most valuable intangible assets in micro and small businesses, as they can compensate for various physical and financial resource limitations through an agile and innovative mentality. Santa et al. (2024) even identified that a resilient and growth-oriented entrepreneurial mindset is closely related to an MSME's ability to create product differentiation and improve market retention. The abundance of similar research in various countries proves the urgency of building and strengthening entrepreneurial characteristics as a primary driver of cross-sectoral marketing success.

Other literature, such as Kurniawati and Lestari (2023) and Yuliani et al. (2024), also indicates that personal characteristics like leadership, network management, and openness to change have become catalysts for the transformation of marketing strategies in post-pandemic MSMEs. Furthermore, Novitasari and Suwardi (2023) assert that strengthening entrepreneurial character, including work ethic, fighting spirit, and creativity, has positive implications for the brand value and customer retention of local MSME products.

As has been outlined, the integration of entrepreneurial orientation and entrepreneurial characteristics is crucial, yet its simultaneous influence has not been fully mapped, especially in regional contexts outside national economic centers. Research examining the direct relationship of both on MSME marketing performance, particularly in archipelagic regions like Sumbawa Regency, is still very limited. This is despite the unique contextual factors affecting MSME owners in such areas, ranging from differences in business culture and infrastructure access to levels of digital literacy, which could theoretically moderate the relationship between these variables.

A significant research gap identified is the scarcity of studies that explicitly analyze the simultaneous effects of entrepreneurial orientation and entrepreneurial characteristics on the marketing performance of MSMEs in non-metropolitan locations, especially using a quantitative approach based on primary data and multidimensional measured variables. Moreover, a majority of research still centers on the internal operational or financial aspects of MSMEs and has not sufficiently focused on marketing outcomes as a strategic indicator of business sustainability, particularly in regions like Sumbawa.

The urgency of this research is reinforced by the pressing need, both regionally and nationally, to strengthen the marketing capacity of local MSMEs. This is essential to reduce dependence on traditional markets and to encourage adaptive expansion to regional, national, and global levels. This study is expected to contribute by mapping the strengths, challenges, and recommendations for improving MSME marketing performance based on strengthening the entrepreneurial orientation and characteristics of the business owners. The findings of this research will be highly relevant for policymakers, practitioners, and MSME owners in designing targeted intervention or training programs at both local and national levels.

METHOD

This study adopts a quantitative research paradigm with a causal-explanatory design. This approach was selected as it enables the researcher to quantify variables and analyze

causal relationships between independent and dependent variables through statistical hypothesis testing (Sugiyono, 2023). Specifically, this research aims to test and explain the influence of Entrepreneurial Orientation (X1) and Entrepreneurial Characteristics (X2) as independent variables on Marketing Performance (Y) as the dependent variable. Through this design, it is expected that robust empirical evidence can be obtained regarding the central role of entrepreneurial factors in driving the marketing success of MSMEs in a local context.

The unit of analysis in this study is the MSME, with the respondents being the owners or managers responsible for strategic decision-making. The research population refers to data from the Department of Cooperatives, SMEs, Industry, and Trade of Sumbawa Regency as of the end of 2024, which recorded 1,632 active MSMEs. To determine a representative sample size from this known population, Slovin's formula was used with a tolerable margin of error (e) of 10%. Based on the calculation ($n = 1632 / (1 + 1632 * 0.10^2) = 94.23$), a minimum sample size of 94 respondents was obtained, which was expanded to 100 respondents for this study. The sampling technique to be employed is proportional stratified random sampling, wherein the population will be grouped (stratified) by district, and a sample will be randomly drawn from each stratum according to its proportion. This method was chosen to ensure the representation of MSMEs from various areas within Sumbawa Regency, thereby enhancing the generalizability of the research findings (Hair et al., 2022).

Primary data collection will be conducted through a survey using a structured questionnaire. This instrument will be distributed using a mixed-mode approach: online via a Google Forms link disseminated to MSME associations, and offline through the direct administration of printed questionnaires to MSME owners at their business locations. The research instrument utilizes a 4-point Likert scale, ranging from "Strongly Disagree" (score 1) to "Strongly Agree" (score 4), to quantitatively capture respondent perceptions (Sekaran & Bougie, 2023). Prior to full-scale distribution, a pilot test will be conducted with 30 respondents outside the main sample to

evaluate the validity and reliability of each question item, ensuring the instrument is accurate and consistent.

Data analysis will be executed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with SmartPLS 4 software. The PLS-SEM technique was selected because it is a robust method for analyzing complex relationship models, does not require stringent data normality assumptions, and is highly suitable for predictive research objectives (Hair et al., 2022). The analysis process will proceed in two main stages. The first stage is the evaluation of the measurement model (outer model), which includes testing for convergent and discriminant validity, as well as composite reliability. The second stage is the evaluation of the structural model (inner model), which aims to test the research hypotheses through the analysis of the path coefficient, the coefficient of determination (R^2), and the significance levels obtained from the bootstrapping procedure (Ghozali & Latan, 2021).

RESULT AND DISCUSSION

Results

1. Measurement Model (Outer Model)

To ensure the research instrument meets the requirements for validity and reliability, an evaluation of the measurement model was conducted. This step serves as a foundation before validating the structural model.

a. Convergent Validity

Convergent validity ensures that the indicators of a construct are significantly related. The Average Variance Extracted (AVE) must exceed 0.50. The results of the AVE analysis for each construct are presented in the following table:

Table 1. Average Variance Extracted (AVE) Test Results

Construct Variable	AVE	Description
Entrepreneurial Orientation (X_1)	0.702	Valid
Entrepreneurial Characteristics (X_2)	0.694	Valid

MSME Marketing Performance (Y)	0.610	Valid
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Source: Primary Data Processed, 2024
Based on Table 1, the test results indicate that all construct variables have AVE values above the 0.50 criterion. The AVE values are as follows: Entrepreneurial Orientation at 0.702, Entrepreneurial Characteristics at 0.694, and MSME Marketing Performance at 0.610. Thus, it can be concluded that all constructs in this research model meet the criteria for convergent validity.

b. Discriminant Validity

For discriminant validity, a construct must be empirically distinct from other constructs in the model. The Fornell-Larcker criterion compares the square root of the AVE value (diagonal value) with the construct correlation coefficients (off-diagonal values) (Hair et al., 2022). A model is considered valid if the square root of the AVE value exceeds its correlation value with other constructs.

Table 2. Discriminant Validity Test Results (Fornell-Larcker Criterion)

Construct	X1	X2	Y
Entrepreneurial Orientation (X_1)	0.809		
Entrepreneurial Characteristics (X_2)	0.549	0.782	
MSME Marketing Performance (Y)	0.284	0.473	0.871

Source: Primary Data Processed, 2024
Based on Table 2, the discriminant validity test using the Fornell-Larcker Criterion shows that the diagonal value for each construct, which is the square root of the Average Variance Extracted (AVE), is higher than the inter-construct correlations in the same row or column. For example, the square root of the AVE for Entrepreneurial Orientation (X_1) is 0.809, which is greater than its correlation with Entrepreneurial Characteristics (X_2) at 0.549 and with MSME Marketing Performance (Y) at 0.284. Similarly, the square root of the AVE for Entrepreneurial Characteristics (X_2) at 0.782 also exceeds its correlation values with the other constructs (0.549 with X_1 and 0.473 with

Y). Meanwhile, the square root of the AVE for MSME Marketing Performance (Y) at 0.871 is also much larger than its correlations with X₁ (0.284) and X₂ (0.473). These results satisfy the discriminant validity requirement based on the Fornell-Larcker criterion, where each construct's square root of AVE must be greater than its correlation with other constructs.

Furthermore, the HTMT criterion is used for enhanced validation. This approach is considered more accurate in identifying issues related to discriminant validity. A construct demonstrates strong discriminant validity when its HTMT ratio is less than 0.90 (Ghozali & Latan, 2021).

Table 3. Heterotrait-Monotrait Ratio (HTMT) Test Results

Construct	X1	X2	Y
Entrepreneurial Orientation (X ₁)			
Entrepreneurial Characteristics (X ₂)	0.512		
MSME Marketing Performance (Y)	0.674	0.608	

Source: Primary Data Processed, 2024

Based on Table 3, the Heterotrait-Monotrait Ratio (HTMT) test results show that all HTMT ratio values between the constructs are below the 0.90 threshold. Therefore, all three HTMT values shown in the table meet the requirements for the discriminant validity test in this study. This means that each construct in this research model can be clearly distinguished from the others, and there are no issues of redundancy among the constructs.

c. Construct Reliability

Reliability assesses the internal consistency of a construct's indicators. This assessment uses the Composite Reliability and Cronbach's Alpha metrics. A construct is considered reliable if its Composite Reliability exceeds 0.70 and its Cronbach's Alpha exceeds 0.60 (Hair et al., 2022).

Table 4. Construct Reliability Test Results

Construct Variable	Composite	Cronbach's Alpha	Description

	Reliability		
Entrepreneurial Orientation (X ₁)	0.872	0.793	Reliable
Entrepreneurial Characteristics (X ₂)	0.936	0.891	Reliable
MSME Marketing Performance (Y)	0.902	0.818	Reliable

Source: Primary Data Processed, 2024

As presented in Table 4, all constructs show Composite Reliability and Cronbach's Alpha values above 0.7. These values indicate that each construct demonstrates excellent internal consistency. The high Composite Reliability indicates that the indicators within each construct are correlated and can be reliably used to measure the intended construct. Meanwhile, the high Cronbach's Alpha also strengthens the evidence that each measurement item within the construct has statistically sound homogeneity and reliability.

2. Structural Model (Inner Model)

After validating the outer model for reliability and validity, the subsequent phase involves assessing the inner model to examine the relationships among the latent variables and to test the research hypotheses.

a. Coefficient of Determination (R-Square) Test

The R-Square (R²) test measures the extent to which the independent variables in the model explain the variance in the dependent variable.

Table 5. R-Square Test Results

Dependent Variable	R-Square	Adjusted R-Square	Category
MSME Marketing Performance (Y)	0.583	0.552	Strong

Source: Primary Data Processed, 2024

The results in Table 5 show a value of 0.583, which means that 58.3% of the variance in MSME marketing performance can be explained by the entrepreneurial orientation and characteristics of the MSME owners, while the remaining 41.7% is influenced by other factors outside the research model. This value falls into the moderate to strong category according to classifications widely used in research, where an R-Square value above 0.5 is considered to have good explanatory power for the phenomenon being studied. Additionally, the Adjusted R-Square value of 0.552 reinforces this interpretation, as it accounts for the number of variables in the model, making the result more accurate and less biased by the number of predictor variables used.

b. Hypothesis Testing (Bootstrapping)

Hypothesis testing is conducted using a bootstrapping approach to ensure the significance of the relationships between variables. This strategy generates T-statistics and P-values, which form the basis for decision-making. A hypothesis is accepted if the T-statistic exceeds 1.96 and the P-value is below 0.05 (Hair et al., 2022).

**Table 6. Hypothesis Testing Results
(Bootstrapping)**

Relationship Between Variables	Original Sample (β)	T- Statistic	P- Values
Entrepreneurial Orientation (X_1) \rightarrow MSME Marketing Performance (Y)	0.317	4.380	0.000
Entrepreneurial Characteristics (X_2) \rightarrow MSME Marketing Performance (Y)	0.286	4.227	0.000

Source: Primary Data Processed, 2024

Based on the hypothesis test results presented in Table 6, the following can be interpreted:

- a. The hypothesis test results show that entrepreneurial orientation (X_1) has a positive and significant effect on MSME marketing performance (Y).

This is indicated by an original sample coefficient (β) of 0.317, a T-Statistic of 4.380, and a P-Value of 0.000. Since the T-Statistic exceeds 1.96 and the P-Value is less than 0.05, the first hypothesis (H1) is accepted. Thus, the higher the entrepreneurial orientation of an MSME, the better its marketing performance will be. This finding reinforces the theory that entrepreneurial orientation is a key factor in improving the marketing performance of MSMEs.

- b. In the second hypothesis test, entrepreneurial characteristics (X_2) were also found to have a positive and significant effect on MSME marketing performance (Y). The original sample coefficient (β) for this relationship is 0.286, with a T-Statistic of 4.227 and a P-Value of 0.000. As before, a T-Statistic greater than 1.96 and a P-Value well below 0.05 confirm that the second hypothesis (H2) is accepted. This means that the better the entrepreneurial characteristics possessed by MSME owners, such as innovation, risk-taking, and leadership abilities, the more significantly they can improve the marketing performance of their MSMEs.

Discussion

1. The Influence of Entrepreneurial Orientation on MSME Marketing Performance

The research results indicate that entrepreneurial orientation has a positive and significant influence on the marketing performance of MSMEs in Sumbawa Regency. This means that the higher the level of entrepreneurial orientation possessed by MSME owners as reflected through risk-taking, innovation, and proactiveness the more optimal their marketing performance will be. This finding aligns with the hypothesis test results, which showed a significant positive coefficient, confirming the strategic role of entrepreneurial attitudes and behaviors in enhancing sales effectiveness, market expansion, and the business sustainability of local MSMEs.

Support for this finding is also reinforced by various other studies. For example, a study by Sugeng Rianto et al. (2024) highlighted that entrepreneurial orientation makes a tangible contribution to improving the marketing performance of Tahu Kalisari MSMEs; business owners with high levels of innovation and an entrepreneurial spirit tend to be more responsive to business opportunities and market shifts, thus successfully improving their product's marketing performance. Another study by Marini (2024) empirically found that the variables of entrepreneurial orientation and product innovation jointly have a positive and significant influence on enhancing the marketing performance of MSMEs. Meanwhile, research by Adinda Dwi Ayu Setyani and Nurhidayati (2024) on traditional food MSMEs in Rembang Regency also showed similar results: entrepreneurial orientation significantly drives the achievement of better and more sustainable marketing performance.

Thus, the findings obtained in Sumbawa Regency further emphasize the importance of internalizing entrepreneurial values in every MSME owner to survive and thrive in a competitive market dynamic. These studies not only provide scientific justification for the results obtained but also serve as a strong basis for local governments and MSME owners to develop training, mentoring, and policy stimulus strategies based on strengthening the entrepreneurial aspect to optimally boost marketing performance.

2. The Influence of Entrepreneurial Characteristics on MSME Marketing Performance

The research results prove that entrepreneurial characteristics have a positive and significant influence on the marketing performance of MSMEs in Sumbawa Regency. This means that the more superior the characteristics such as self-confidence, risk-taking, creativity, and leadership possessed by MSME owners, the higher the marketing performance that can be achieved. The enhancement of entrepreneurial characteristics not only drives innovation but also strengthens the

adaptive capacity of business owners in facing dynamic market challenges and opportunities, thus contributing directly to sales achievement, market expansion, and business sustainability at the local level.

Support for these research findings is also found in recent studies. Research by Fajar et al. (2024) in Sumbawa Regency revealed that entrepreneurial characteristics, particularly aspects of self-confidence, risk-taking, and perseverance, have a tangible positive influence on the success of MSMEs in various marketing aspects. Similar findings were reported by Husna (2024) on MSMEs in Medan City: entrepreneurial characteristics showed a positive and significant influence on business performance both partially and simultaneously. In addition, Tatik & Setiawan (2024) found that entrepreneurial characteristics, which include creativity and leadership skills, can improve operational efficiency while also fostering the distinctive competencies that are a major factor in the success of micro, small, and medium enterprises.

Therefore, strengthening the entrepreneurial characteristics of every MSME owner, including in the context of Sumbawa Regency, is an appropriate strategy to spur the growth of marketing performance. Local governments and MSME support institutions are advised to pay extra attention to the development and training of entrepreneurial character so that the transformation and competitiveness of MSMEs can continue to increase, as has been proven by various recent empirical studies.

CONCLUSION

Based on the results of the data analysis and discussion that have been described, the following main conclusions can be drawn:

1. Entrepreneurial orientation is proven to have a positive and significant influence on the marketing performance of MSMEs in Sumbawa Regency. This indicates that the higher the level of innovation, proactiveness, and risk-taking propensity possessed by MSME owners, the better their

marketing performance will be. With a strong entrepreneurial orientation, MSMEs are able to adapt to market changes, enhance promotional effectiveness, and expand their market reach more optimally.

2. Entrepreneurial characteristics are also proven to have a positive and significant influence on the marketing performance of MSMEs in Sumbawa Regency. Characteristics such as self-confidence, creativity, leadership, and the ability to take risks are critical factors that drive the achievement of marketing performance. The more superior the entrepreneurial characteristics of MSME owners, the greater the opportunity to increase sales, strengthen market position, and create sustainable business growth.

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