

The Influence of Entrepreneurial Orientation and Market Orientation on Marketing Performance Mediated by Product Innovation (Survey on Chips SMEs in Malang City)

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ABSTRACT

This study examines the direct influence of entrepreneurial orientation and market orientation on marketing performance, as well as their indirect influence through the mediating variable of product innovation. This research was conducted on small and medium-sized chip enterprises (SMEs) in Malang City, with an empirical focus on Kampung Sanat, the center of the chip industry. The sample consisted of 160 small and medium-sized chip enterprises (SMEs) selected using non-probability convenience sampling. This study used small and medium-sized chip enterprises as the unit of analysis, with owners or managers as respondents. Data analysis used the Partial Least Squares (PLS) approach with SmartPLS 4 software. The results indicate that entrepreneurial orientation and market orientation directly and significantly influence the marketing performance of small and medium-sized chip enterprises in Malang City. Furthermore, both entrepreneurial orientation and market orientation also significantly influence product innovation. The mediation test results indicate that product innovation significantly mediates the influence of entrepreneurial orientation on marketing performance. Other mediation tests also indicate that product innovation significantly mediates the influence of market orientation on the marketing performance of small and medium-sized chip enterprises in Malang City.

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1. INTRODUCTION

Enterprises (SMEs) hold a strategic position in the economy because they drive production, provide employment, and support economic growth. In an increasingly

dynamic business environment, SMEs can no longer rely solely on their ability to produce goods; they must also analyze market changes, adapt to technological developments, and create added value that meets consumer needs. Accelerating digitalization, changing customer behavior, and increasingly fierce market competition have made entrepreneurial orientation, market orientation, and product innovation increasingly important factors in determining business success, particularly in improving marketing performance [1], [2], [3].

In a regional context, Malang City is one of the areas with a significant development of processed food SMEs, particularly in the chip industry. Sanan Village is known as a chip business center. This area has developed as a production and marketing center for chips, which have strong economic and social value for the local community. [4] explained that Sanan Tempe Village is an area with a strong business base and is worthy of being used as an empirical locus to describe the dynamics of processed food-based SMEs in Malang City. With these characteristics, Sanan Village is considered a representative research location for examining entrepreneurial orientation, market orientation, product innovation, and marketing performance in chip SMEs.

Approximately 450 households in the Sanan area are involved in tempeh processing. Of these, 234 families have joined the Sanan Malang Tempeh Association. This data shows that the tempeh SME in Sanan Village contributes significantly to the local economy and supports the well-being of the surrounding community.

Table 1. Types of Business in Tempe Sanan Village, Malang City

No	Type of business	Number of Businesses	Address (RW)	Main Activities
1	Tempeh & Tempeh Chips	137	RW 15 & RW 16	Production & Marketing
2	Tempeh Chips	93	RW 15 & RW 16	Production & Marketing
3	Fruit Chips	1	RW 15	Production & Marketing
4	Chocolate Tempeh	1	RW 15	Production & Marketing
5	Peanut Tempeh	2	RW 15	Production & Marketing
Total		234		

Source: Armanu, 2023

Despite their strong business base, chip SMEs still face challenges that can affect their sustainability and marketing performance. Businesses must address increasing competition, product homogeneity, changing consumer preferences, demands for product differentiation, and the need to adapt to digital marketing. Furthermore, the growth of the digital economy is pushing businesses to adapt their product and marketing strategies more quickly to stay relevant in the market [5], [6], [7]. This situation highlights a real issue: substantial economic potential does not automatically guarantee strong marketing performance. In other words, the main challenge facing chip SMEs lies not only in their ability to produce goods, but also in their ability to manage their business orientation and transform it into a market advantage.

In facing such situations, entrepreneurial orientation becomes an important internal factor. Creswell and Creswell [8] explain that entrepreneurial orientation is reflected in

five main dimensions: innovativeness, proactiveness, risk-taking, autonomy, and competitive aggressiveness. These five dimensions indicate the extent to which entrepreneurs have the courage to generate new ideas, act early to seize opportunities, face business uncertainty, make independent decisions, and compete actively to maintain and strengthen market position. In the context of potato chip SMEs in Malang City, entrepreneurial orientation is highly relevant because business competition demands initiative, courage, and independence to continuously innovate the business [9], [10], [11].

Furthermore, market orientation is a crucial factor in determining SME success. Elgarhy and Abou-Shouk [12] explain that market orientation emphasizes an organization's ability to understand customer needs, monitor competitors' movements, and coordinate business responses appropriately. In the potato chip SME, market orientation is crucial because consumer purchasing decisions depend not only on product taste but also on product variety, packaging quality, brand image, ease of acquisition, and alignment with consumption trends. Businesses with a strong market orientation tend to align their products better with consumer needs, giving them a greater opportunity to improve marketing performance [13], [14], [15].

However, the influence of entrepreneurial orientation and market orientation on marketing performance is not always direct. In many cases, these orientations have a tangible impact only when realized through product innovation. Product innovation enables entrepreneurs to transform entrepreneurial spirit and market knowledge into offerings that are more valuable to consumers. In the potato chip SME sector, product innovation can take the form of new flavor variants, updated packaging design and materials, improved product quality, adjustment to product size or shape, and stronger brand identity. Research shows that product innovation plays a crucial role in linking strategic orientation to improved business performance [16], [17], [18].

Theoretically, this study explains the importance of product innovation through the *Resource-Based View* (RBV) and *Dynamic Capabilities Theory* (DCT). RBV views business excellence as being built through the utilization of valuable, rare, difficult-to-imitate, and well-organized internal resources and capabilities [19], [20]. Meanwhile, DCT emphasizes that in a rapidly changing environment, business excellence depends not only on resource ownership but also on the ability to integrate, build, and reconfigure these resources to stay relevant to market needs and competitive dynamics [21], [22]. In this study, entrepreneurial orientation and market orientation are viewed as strategic capabilities that must translate into product innovation to impact the marketing performance of chip SMEs significantly.

Previous studies have discussed the relationship between entrepreneurial orientation, market orientation, product innovation, and business performance, but results vary. Some studies found that entrepreneurial orientation directly influences business performance, while others showed that this influence is stronger when mediated by product innovation. Similarly, some studies show that market orientation directly affects performance, but others find that it requires innovation to have a more significant impact. Furthermore, most previous research has been conducted in the context of manufacturing companies, service companies, hotels, startups, and MSMEs in general, so there is still

room to test this model in the potato chip SME sector as a community-based local food industry [23], [24], [25], [26].

Based on these conditions, this study's research gap lies in the limited number of studies that simultaneously examine the influence of entrepreneurial orientation and market orientation on marketing performance, with product innovation as a mediating variable, in the context of SMEs in Malang City. Meanwhile, the novelty of this study lies in testing the model using an entrepreneurial orientation based on five dimensions, namely innovativeness, proactiveness, risk-taking, autonomy, and competitive aggressiveness, in the context of SMEs based on local communities with an empirical locus in Kampung Sanan as a representative business center in Malang City. Thus, this study is expected to provide a more contextual contribution, both theoretically and practically, for the development of processed food SMEs in the region.

Thus, this research is important for analyzing the influence of entrepreneurial orientation and market orientation on marketing performance, with product innovation as a mediating variable, in SMEs of chips in Malang City. The results of this study are expected to contribute theoretically to marketing management and entrepreneurship studies, as well as provide practical contributions for SMEs in formulating more adaptive, innovative, and competitive business strategies. Based on this description, the researchers are interested in conducting research titled "The Influence of Entrepreneurial Orientation and Market Orientation on Marketing Performance Mediated by Product Innovation in SMEs of Chips in Malang City".

2. METHOD

This study employed an explanatory research method with a quantitative approach. Explanatory research was used to explain the causal relationships among the research variables: entrepreneurial orientation, market orientation, product innovation, and marketing performance. A quantitative approach was chosen because this study aimed to test hypotheses formulated from theory and previous research findings using statistically analyzed numerical data [27], [28]. This study was conducted as a survey of active chip SMEs in Kampung Sanan, Malang City, using a questionnaire as the primary data collection instrument.

Research was conducted in Sanan Village, Malang City. The location was selected purposively because Sanan Village is a representative center for chip businesses in Malang City and offers a variety of chip businesses relevant to the research object.

3. RESULTS AND DISCUSSION

Based on the demographic characteristics of respondents in Table 5.2, most chip SME owners in Sanan Village are senior entrepreneurs who have managed their businesses for 11–15 years (44%) and 16–20 years (32%). The maturity of operational experience covering more than 76% of the total sample provides strong empirical confirmation of the implementation of *the Resource-Based View (RBV)* and *Dynamic Capabilities Theory* in the field. Decades of experience passed down through generations have formed a unique production *habitus* and socio-economic capital. Specific skills such as slicing tempeh

blocks to achieve a thin, consistent thickness, formulating unique seasoned flour dough, and using oil-draining technology (spinner) are internal capabilities that are valuable, rare, and difficult for competitors outside the Sanan area to imitate. This long-term, experience-based competency serves as an intangible asset that enables entrepreneurs to quickly translate market orientation into innovative packaging designs and modern flavor variations without losing the identity of authentic traditional flavors.

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The Influence of Entrepreneurial Orientation on Product Innovation

The results indicate that entrepreneurial orientation significantly influences product innovation. This means that entrepreneurial orientation can increase product innovation in potato chip SMEs in Malang City. Based on respondents' characteristics, the predominance of SMEs in the productive age group also contributes to entrepreneurial orientation's influence on product innovation. This is because entrepreneurs in the productive age group tend to be more willing to take risks, be proactive, and be innovative in developing their businesses. This attitude encourages entrepreneurs to continuously create new product variations, improve product quality, and update packaging to make them more attractive to consumers.

Furthermore, an entrepreneurial orientation, consisting of innovation, proactivity, and the courage to take risks, makes business actors more active in seeking new market opportunities. Chip SMEs in Malang City not only maintain existing products but also develop more creative flavors, packaging designs, and marketing strategies to increase product appeal. This aligns with research by [29], which states that entrepreneurial orientation positively affects product innovation and business development. Furthermore, research by [30] also shows that entrepreneurial orientation is a crucial factor in increasing innovation in small and medium enterprises.

This is also consistent with *Dynamic Capabilities Theory*, which explains that entrepreneurial orientation is a key driver of companies' ability to innovate and continuously adapt to market changes. In the context of chip SMEs in Malang City, entrepreneurial orientation is reflected in entrepreneurs' ability to create product innovations that meet consumer needs and market dynamics.

The Influence of Market Orientation on Product Innovation

The research results show that market orientation significantly influences product innovation. This means that market orientation can increase product innovation in chip SMEs in Malang City. The better a business understands consumer needs and market conditions, the better it can create product innovations that align with market developments.

Market orientation influences product innovation through effective management of each market orientation indicator, especially the customer orientation indicator. This is based on respondents' perceptions of the market orientation variable, which indicates that business actors strive to understand consumer needs, pay attention to customer criticism and suggestions, and adapt products to market tastes. This indicates that in running their

businesses, chip SME owners in Malang City emphasize meeting customer needs as the basis for product innovation.

Furthermore, the influence of market orientation on product innovation can also be examined based on respondents' characteristics in terms of age and education level. Most chip SMEs in Malang City are of productive age and have a relatively high level of education. This allows them to more easily follow market trends and utilize information technology to obtain information about consumer needs and competitors' product developments. This has resulted in increased product innovation among chip SMEs in Malang City.

The research findings, which demonstrate the influence of market orientation on product innovation, are also evident in the outer loading and mean values of the market orientation variable. Based on the outer loading, the customer orientation indicator is the most dominant indicator reflecting the market orientation variable. This indicates that a business's ability to understand customer needs is a key factor in creating product innovation.

This finding aligns with [31], which found that market orientation can enhance a company's ability to generate product innovations tailored to market needs. Furthermore, [32] also found that market orientation significantly influences a company's innovation capabilities.

This is also consistent with *Dynamic Capabilities Theory*, which explains that companies need to read market changes and adapt their resources to create valuable innovations for consumers. In the context of a chip SME in Malang City, market orientation helps entrepreneurs develop flavor variations, improve product quality, and update packaging designs to maintain consumer interest.

The Influence of Entrepreneurial Orientation on Marketing Performance

The findings indicate that entrepreneurial orientation significantly influences the marketing performance of chip SMEs in Malang City. This means that the more entrepreneurial orientation is adopted, the greater the improvement in marketing performance.

Entrepreneurial orientation, encompassing innovation, proactivity, and risk-taking, has been proven to enhance a business's ability to develop product marketing. Businesses with a strong entrepreneurial orientation tend to be more proactive in seeking new market opportunities and boldly implement marketing strategies that differ from those of their competitors.

Furthermore, respondents' characteristics, who are mostly of productive age, also contribute to improved marketing performance through entrepreneurial orientation. Younger entrepreneurs tend to be more creative in using social media and digital technology to promote products.

This finding aligns with research by Narver and Slater [34], which states that entrepreneurial orientation positively influences company performance. Furthermore, research by Salmerón et al. [35] also shows that entrepreneurial orientation can improve a business's adaptability to changes in the business environment.

The Influence of Market Orientation on Marketing Performance

Based on the research findings, market orientation significantly influences marketing performance. This means that market orientation can improve the marketing performance of chip SMEs in Malang City.

This is because the implementation of market orientation in chip SMEs in Malang City has been quite successful, particularly in terms of customer orientation and understanding market needs. Businesses not only strive to meet customer needs but also actively monitor changing market trends and competitors' product developments, using them as evaluation material to improve marketing quality.

Furthermore, social media and digital marketing also contribute to ¹²the influence of market orientation on marketing performance. Businesses are beginning to utilize digital platforms to expand their market reach and increase product sales. This enables market orientation to affect business marketing performance.

This aligns with research by Chumpeter [3foundh], which revealed that market orientation positively affects MSME marketing performance through market adaptability and the use of digital technology.

³**The Influence of Product Innovation on Marketing Performance**

Product innovation ⁱⁿ the market helps businesses increase their product's appeal compared to competitors. Research shows that product innovation significantly impacts marketing performance. These findings indicate that product innovation in chip SMEs in Malang City can improve marketing performance.

This can occur because businesses use their innovation capabilities effectively. A company's ability to create new flavor variations, improve product quality, and develop attractive packaging designs can impact sales growth and market expansion. This study shows that product innovation is a crucial factor in improving marketing success.

Furthermore, given the respondents' characteristics, the predominance of chip SMEs in the productive age group also influences product innovation and marketing performance. This is because younger entrepreneurs tend to bring new ideas and creativity to product development, attracting consumer attention and increasing sales.

Based on respondents' perceptions, product variation development and packaging updates were the most dominant aspects reflecting product innovation. This study's findings suggest that chip businesses in Malang City place greater emphasis on creating differentiated and more attractive products than competitors. This finding aligns with Somwethee et al. [37], which found that product innovation significantly impacts a company's marketing performance. Furthermore, Sobel [38] also showed that product innovation significantly improves business competitiveness and performance.

Therefore, chip SMEs in Malang City need to continue innovating their products to increase sales, expand market share, and maintain business continuity amid increasingly fierce competition.

The Influence of Market Orientation on Marketing Performance Through Product Innovation

The research results show that market orientation significantly influences marketing performance through product innovation. Therefore, product innovation can bridge the influence of market orientation on the marketing performance of chip SMEs in Malang City.

Based on the respondents' characteristics, most small and medium-sized chip producers are of productive age, enabling them to update their products to meet market needs continually. Understanding customer needs encourages entrepreneurs to create more innovative products, which in turn improves marketing performance.

This aligns with research by Teece et al. [39], which states that market orientation can improve company performance when realized through product innovation aligned with market needs. Furthermore, research by Kraus [28] also shows that product innovation is a crucial link between market orientation and company marketing performance.

The Influence of Entrepreneurial Orientation on Marketing Performance Through Product Innovation

The results indicate that product innovation mediates the influence of entrepreneurial orientation on marketing performance. This means entrepreneurial orientation can increase product innovation, which in turn improves the marketing performance of potato chip SMEs in Malang City.

Based on the respondents' characteristics, most chip SMEs in Malang City are of working age, making them more proactive and innovative in identifying market opportunities. Businesses are also more willing to implement product updates and marketing strategies to increase their appeal to consumers.

Empirically, these findings align with research by Tjahjadi et al. [40], which states that product innovation mediates the relationship between entrepreneurial orientation and business performance. Furthermore, Tjahjadi et al. [40] also explain that product innovation is a crucial factor in strengthening the influence of entrepreneurial orientation on a company's marketing success.

Research Implications

Based on the study above, both the average answers, factor weights, and relationships between variables give rise to important implications, which are categorized into two things, namely theoretical implications and practical implications, which are described as follows:

Theoretical Implications

Based on the research findings that have been explained previously, the results of this study provide an important contribution to the enrichment of marketing performance, especially the concept of *Resource-Based View* (RBV) and *Dynamic Capabilities Theory* (DCT), which emphasizes the management of internal strategic capabilities and market information to produce adaptive product innovations that can boost business marketing performance in a superior way.

Market orientation was found to directly improve marketing performance with a path coefficient of 0.343 (T-statistic = 5.315; p-value = 0.000), and to improve marketing performance indirectly through the mediation of product innovation, with an indirect coefficient of 0.119 (T-statistic = 2.994; p-value = 0.003). Meanwhile, entrepreneurial orientation was also proven to be able to directly improve marketing performance with a path coefficient of 0.282 (T-statistic = 4.644; p-value = 0.000), while also being able to improve marketing performance indirectly through the mediation of product innovation with an indirect coefficient of 0.148 (T-statistic = 3.066; p-value = 0.002). These findings strengthen the theoretical basis that product innovation acts as a crucial dynamic capability bridge for SMEs, translating internal strategic orientation and market sensitivity into tangible sales performance in fluctuating markets.

Practical Implications

This study's results can inform how market orientation and entrepreneurial orientation can be applied to achieve a superior market position and improve marketing performance for players in the processed chip food industry.

The results also indicate that product innovation can improve marketing performance. Of the several aspects that can encourage the creation of product innovation, it is known that the aspect of taste innovation (the highest average item value = 4.13) and the aspect of updating the quality of product design as a differentiating feature (the average item value = 4.12) are the most important things for SMEs of chips in Kampung Sanan compared to other aspects such as packaging updates as a protective function or providing physical information. A keen understanding of consumers' changing taste preferences and a clear picture of the product's unique physical appearance have proven to be the most effective drivers of customer acceptance.

Therefore, chip business owners in Kampung Sanan should strive to improve their ability to offer updated product flavor variations to stay relevant to market trends (such as developing modern flavored seasonings). In addition, chip business owners also need to improve product packaging aspects to be more informative (including P-IRT permit labels, halal logos, clear branding) and utilize more airtight *sealing machine technology* so that products are crispier, hygienic, long-lasting (do not go rancid quickly), and suitable for distribution to a wider market reach. The goal is to increase product innovation and optimize marketing performance (increasing sales volume and long-term customer satisfaction) for chip SME owners in Kampung Sanan, Malang City.

Research Limitations

This research has limitations that may affect the results. These limitations include the limited number of latent variables tested simultaneously within the structural model, which limits the in-depth information on other macro-external factors. Furthermore, the results cannot be completely generalized to other locations. This is because the research focuses solely on a group of chip SMEs in Sanan Village, Malang City, which has a community-based industrial cluster ecosystem and highly distinctive and specific socio-cultural values (*habitus*) of local heritage. Therefore, the business behavior, competitive

dynamics, and operational ecosystem of chip SMEs in Sanan Village may not be identical to those of food processing SMEs in other regions.

4. CONCLUSION

This study examines the influence of market orientation and entrepreneurial orientation on marketing performance through the mediating role of product innovation in potato chip SMEs in Malang City. The results indicate that:

Market orientation can boost product innovation. The better the implementation of customer orientation, competitor orientation, and inter-functional coordination, the greater the product innovation produced by chip SMEs in Malang City. Business owners' ability to understand consumer needs and market developments drives product variety, quality improvement, and more attractive packaging.

An entrepreneurial orientation can boost product innovation. The innovative, proactive, and risk-taking attitudes of chip SMEs can foster better product innovation. Entrepreneurs with a strong entrepreneurial orientation tend to be more proactive in creating new products and keeping up with market trends.

Product innovation can drive improved marketing performance, including increased sales, customer growth, and market expansion. The greater a chip SME's product innovation, the higher its marketing performance. Therefore, businesses need to continuously improve their ability to create product variations, improve product quality, and develop packaging to enhance consumer appeal.

Market orientation can improve marketing performance. Business owners' ability to understand customer needs, monitor competitor developments, and adapt marketing strategies to market conditions has been proven to improve the marketing performance of chip SMEs in Malang City.

An entrepreneurial orientation can improve marketing performance. Entrepreneurs' innovative, proactive, and risk-taking attitudes can boost marketing capabilities, expand markets, and increase sales of micro, small, and medium-sized chip products in Malang City.

Effective market orientation management can enhance product innovation, improving marketing performance. Thus, product innovation can mediate the relationship between market orientation and marketing performance in chip SMEs in Malang City.

Effective management of entrepreneurial orientation can enhance product innovation, resulting in improved marketing performance. This suggests that product innovation mediates the relationship between entrepreneurial orientation and marketing performance.

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