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Market Orientation, Entrepreneurial Orientation, and Marketing Performance of Snack MSMEs in Pontianak: The Role of Mediation of Competitive Advantage

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Kata Kunci

Keunggulan Bersaing;
Kinerja Pemasaran;
Orientasi Kewirausahaan;
Orientasi Pasar;
UMKM

Abstrak

Persaingan antarpelaku UMKM camilan di Kota Pontianak menuntut kemampuan pemasaran yang terjaga. Penelitian ini bertujuan menguji hubungan orientasi pasar dan orientasi kewirausahaan dengan kinerja pemasaran UMKM camilan di Kota Pontianak, baik secara langsung maupun melalui keunggulan bersaing sebagai mediator. Survei kuantitatif potong lintang dilakukan pada Januari-Februari 2026 terhadap 120 pemilik/pengelola UMKM camilan yang dipilih dengan accidental sampling (nonprobabilitas), dan data dianalisis dengan PLS-SEM menggunakan SmartPLS 4. Model pengukuran memenuhi ambang kriteria yang digunakan (outer loading > 0,70; AVE > 0,50; Cronbach's alpha dan composite reliability > 0,70). Orientasi pasar (β = 0,300; p < 0,001) dan orientasi kewirausahaan (β = 0,318; p < 0,001) berasosiasi positif dan signifikan dengan kinerja pemasaran, serta dengan keunggulan bersaing (β = 0,411 dan β = 0,326; p < 0,001). Efek tidak langsung melalui keunggulan bersaing signifikan untuk orientasi pasar (β = 0,176; p < 0,001) dan orientasi kewirausahaan (β = 0,140; p < 0,001), sehingga pola mediasi parsial didukung secara statistik. Adjusted R^2 kinerja pemasaran sebesar 0,791 dan keunggulan bersaing sebesar 0,421. Karena data bersifat potong lintang, persepsional, dan berasal dari sampel nonprobabilitas, temuan ditafsirkan sebagai asosiasi dan tidak digeneralisasi pada seluruh UMKM Pontianak.

Keyword

Competitive Advantage;
Marketing Performance;
Entrepreneurship Orientation;
Market Orientation;
MSMEs

Abstract

Competition between snack MSME actors in Pontianak City requires maintained marketing capabilities. This study aims to test the relationship between market orientation and entrepreneurial orientation with the marketing performance of snack MSMEs in Pontianak City, either directly or through competitive advantages as mediators. A cross-cutting quantitative survey was conducted in January-February 2026 on 120 owners/managers of snack MSMEs selected by accidental sampling (nonprobability), and the data were analyzed with PLS-SEM using SmartPLS 4. The measurement model met the threshold criteria used (outer loading > 0.70; AVE > 0.50; Cronbach's alpha and composite reliability > 0.70). Market orientation (β = 0.300; p < 0.001) and entrepreneurial orientation (β = 0.318; p < 0.001) were positively and significantly associated with marketing performance, as well as with competitive advantage (β = 0.411 and β = 0.326; p < 0.001). Indirect effects through competitive advantage were significant for market orientation (β = 0.176; p < 0.001) and entrepreneurial orientation (β = 0.140; p < 0.001), so that the partial mediation pattern was statistically supported. Adjusted R^2 marketing performance was 0.791 and competitive advantage was 0.421. Because the data is cross-sectional, perceptive, and comes from a non-probability sample, the findings are interpreted as associations and are not generalized to all Pontianak MSMEs.

INTRODUCTION

Micro, small, and medium enterprises (MSMEs) support regional economic activities, including in Pontianak City. The number of MSMEs in this city is reported to vary according to source and time: around 37,503 units in May 2022 (Antara, 2022; Data from the Pontianak City Micro Business and Trade Cooperative Office), 23,501 licensed units in 2024 ((Pontianak City Government, 2024, Pontianak City Licensed MSME Data Profile), around 20,000 units in April 2025 (RRI Pontianak, 2025: Development of Micro Business Actors in Pontianak RRI Pontianak, 2025), 15,000 units according to other sources in 2025 (Pontianak Post, 2025: Dynamics of the Jawapos Local MSME Sector, 2025). The difference in numbers reflects the non-uniform data coverage (registered, licensed, or estimated). Therefore, the figure is read as a description of the density of business actors in this city, not as a definitive measure of the number of snack MSMEs.

As a national context, the Ministry of MSMEs recorded 59,519,650 business units in Indonesia as of December 30, 2024, consisting of around 30,178,617 non-agricultural business units and 29,341,033 agricultural and fisheries business units (Ministry of MSMEs, 2024). This figure is the number of business units, not the respondents of this study. The number of business units also does not automatically prove the high level of competition in the snack sector in Pontianak City. Evidence of competition is more appropriate from indicators that are close to marketing problems, such as changes in sales, market share, or marketing obstacles experienced by business actors. Based on the results of preliminary interviews and observations of 10 snack MSME owners in Pontianak in December 2025, business actors stated that they experienced sales fluctuations due to tight competition for similar products and rising raw material prices, as well as the main obstacles in expanding marketing reach beyond conventional platforms.

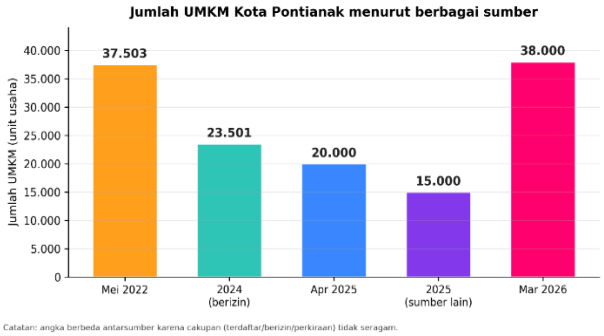


Figure 1. The number of MSMEs in Pontianak City according to various sources.

Source: Antara, Bappelitbang Kota Pontianak, Pontianak Post, and RRI (processed by researchers)

In competition between snack business actors, understanding consumer needs and entrepreneurial attitudes are considered important for businesses to excel (Risky & Anisah, 2025). The ability to understand customers and competitors (market orientation) as well as the courage to innovate and seize opportunities (entrepreneurial orientation) is believed to encourage the formation of competitive advantage, namely product values that are perceived to be superior to competitors in terms of uniqueness, price, quality, and are difficult to imitate (Alfazrin et al., 2023; Puspaningrum, 2020; Rahmayuni & Yeni, 2024). Valuable products are a force that attracts customers (Aji et al., 2023; Rahmayuni & Yeni, 2024). That advantage is in turn attributed to marketing performance, which is seen in sales and customer growth, customer satisfaction and loyalty, and market share (Triwijayati et al., 2024; Yaskun et al., 2023).

The results of previous research have not been uniform. Sugiantoputro & Widjaja (2025) reported that entrepreneurial orientation and market orientation had a positive but not significant effect on the performance of MSMEs in West Jakarta. Sugiyarsih et al., (2026) found that entrepreneurial orientation had no direct effect on performance, while Masuku et al., (2023) reported that market orientation did

not have a direct impact on marketing performance. On the other hand, Fatikha et al., (2021) and Raintung et al., (2026) support the mediating role of competitive advantage. Almost the same model has been tested on palm sugar MSMEs in South Minahasa (Raintung et al., 2026; n = 62) and on other SMEs (Fatikha et al., 2021; Masuku et al., 2023). To the author's knowledge, this model has not been tested on snack MSMEs in Pontianak City.

The gap in this study is empirical and contextual. (1), there is no evidence that tests both orientations at once on snack MSMEs in Pontianak City. (2), the findings on the direct path of market orientation and entrepreneurial orientation to marketing performance still vary between contexts. (3), this manuscript reports the direct, indirect, and total effects separately along with confidence intervals, so that the mediating role of each orientation can be compared. The contribution of this manuscript is empirical evidence of the context of snacks in Pontianak; this manuscript does not claim theoretical novelty.

The purpose of the study was to examine (1) the relationship between market orientation and entrepreneurial orientation and marketing performance; (2) the relationship between the two with competitive advantage; (3) the relationship between competitive advantage and marketing performance; and (4) the mediating role of competitive advantage in these relationships.

RESEARCH METHODOLOGY

Research Design

This study is a cross-sectional quantitative survey with explanatory purposes. All data was collected once in January-February 2026 in Pontianak City through a face-to-face questionnaire filled out by owners or managers of snack MSMEs. The unit of analysis is business, with one respondent (owner/manager) per business. This design can test the statistical relationship between variables, but does not prove cause and effect. Respondents participate voluntarily, obtain an explanation of the purpose of the research, and are guaranteed the confidentiality of their answers.

Population, Sample, and Respondent Criteria

Affordable population is a snack business in Pontianak City that meets the research criteria, totaling 150 business units according to data from the Pontianak City Cooperatives, Micro Enterprises and Trade Office (Diskumdag) in 2023 (Diskumdag Pontianak, 2023), the number 150 is the number of business units, not the number of respondents. Snack MSMEs are defined as micro, small, or medium enterprises that produce and/or sell ready-to-consume snacks such as banana/cassava chips, traditional pastries and packaged snacks. Inclusion criteria: located in Pontianak City; have been operating for at least 1 year, because the business is considered to have marketing experience that can be assessed through the completeness of licensing documents and confirmation of establishment; and the respondent is the owner or manager. Of the total 140 questionnaires distributed, 125 returned and 5 were eliminated due to incomplete filling, resulting in a final sample of 120 attempts.

The final sample amounted to 120 attempts, selected by accidental sampling (nonprobability), i.e. business actors found and willing to fill out a questionnaire (Sugiyono, 2017). This measure exceeded the minimum requirement based on a priori power analysis ($f^2 = 0.15$; $\alpha = 0.05$; power 0.80; three predictors on endogenous constructs; n minimum = 77) (Cohen, 1988; Hair et al., 2022). Due to the nonprobability sample, this study does not claim the sample is statistically representative of the population. The results apply to the respondents who are studied and contain

the risk of selection bias.

Instruments

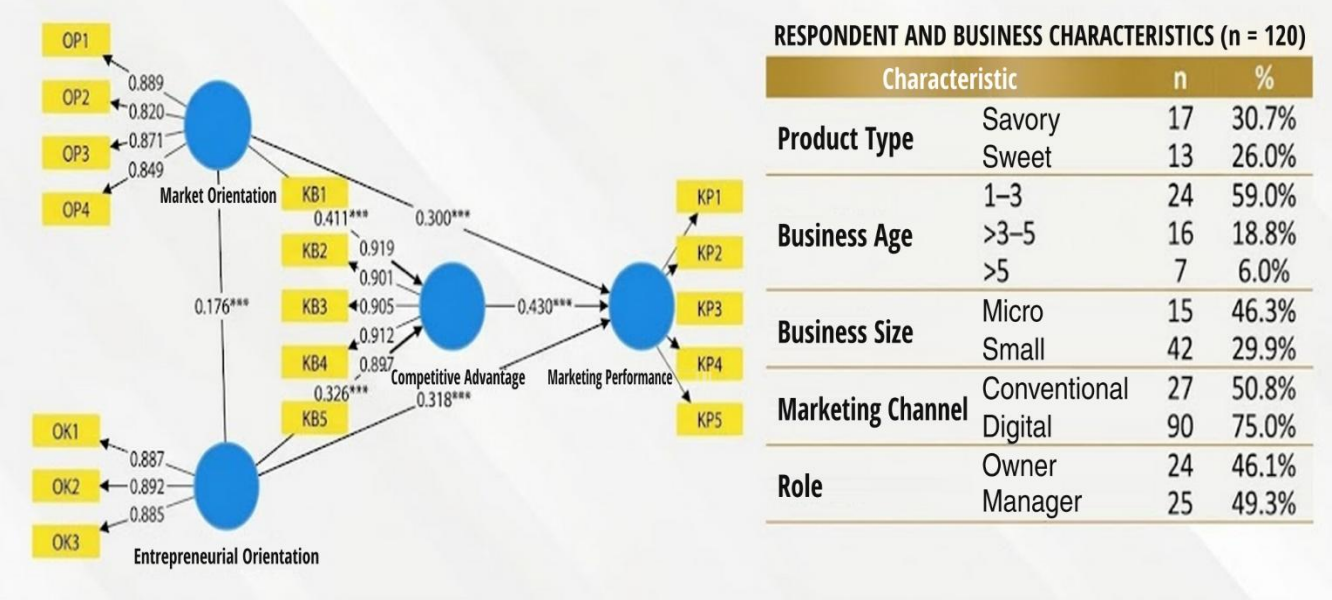
The instrument in the form of a closed questionnaire contains 17 statement items: market orientation (OP1–OP4), entrepreneurial orientation (OK1–OK3), competitive advantage (KB1–KB5), and marketing performance (KP1–KP5). Each item is assessed on a rating scale of 1–10 where scores of 1-4 reflect disagreement, scores of 5 are neutral and scores of 6-10 indicate the respondents' approval of the statement submitted, and scores per item are used in the analysis. Indicators and operational definitions are presented in Table 1; the item code and its redaction are in Appendix 1. Grains adapted from Grains adapted from Puspaningrum (2020) for market orientation, Alfazrin et al., (2023) for entrepreneurial orientation, Dahmiri et al., (2024), Graciafernandy et al., (2024), and Susanti et al., (2023) for competitive advantage, and Damayanti & Tjahjaningsih (2023), Suwandana (2023), and Atata & Siam (2025) for marketing performance. The measurement model is treated reflexively because the indicator is seen as a manifestation of the construct. Market orientation is measured in four dimensions (Kohli & Jaworski, 1990; Narver & Slater, 1990); since market intelligence has the potential to overlap with customer and competitor orientations, its discriminant validity is examined in the results section. The measurement model is treated reflectively, as the indicator is seen as a constructive manifestation. Market orientation is measured in four dimensions (Kohli & Jaworski, 1990; Narver & Slater, 1990); because market intelligence has the potential to overlap with customer and competitor orientations, its discriminant validity is examined in the results section.

Analytical Techniques

Data were analyzed with PLS-SEM using SmartPLS 4. PLS-SEM was chosen because the model contains mediated with multiple constructs, is oriented to explain endogenous construct variance, and the sample size is relatively limited without the assumption of multivariate normality (Hair et al., 2019). The measurement model was evaluated through an outer loading > 0.70, AVE > 0.50 (convergent validity), Cronbach's alpha and composite reliability > 0.70 (reliability), Fornell–Larcker criteria (Larcker Fornell, 2016), and HTMT < 0.90 (Henseler et al., 2015). Collinearity is examined with VIF (< 5) where all indicators and constructs are free from multicollinearity problems (VIF is in the range of 1,510 - 2,150).

The structural model was evaluated with R^2 and adjusted R^2 (0.19 weak; 0.33 moderate; 0.67 substantial; Chin, 1998), f^2 (0.02 small; 0.15 moderate; 0.35 large; Cohen, 1988), and path coefficients. Significance was tested by bootstrapping 5000 subsamples, a double-sided test, $\alpha = 0.05$, and a 95% confidence interval. Mediation was assessed from specific indirect effects and their direct effects. When both are significant and unidirectional, the term partial (complementary) mediation is used statistically (Hair et al., 2022; Zhao et al., 2010). Model and predictive feasibility were also evaluated through SRMR (< 0.08; Henseler et al., 2016) and PLSpredict (Q^2 predict > 0; Hair et al., 2019) , Goodness of fit (GoF) was only reported as a complement (relevance of Tenenhaus et al., 2005), not proof of model feasibility.

RESULTS OF RESEARCH AND DISCUSSION



RESPONDENT AND BUSINESS CHARACTERISTICS (n = 120)

Characteristic		n	%
Product Type	Savory	17	30.7%
	Sweet	13	26.0%
Business Age	1–3	24	59.0%
	>3–5	16	18.8%
	>5	7	6.0%
Business Size	Micro	15	46.3%
	Small	42	29.9%
Marketing Channel	Conventional	27	50.8%
	Digital	90	75.0%
Role	Owner	24	46.1%
	Manager	25	49.3%

Figure 2. Results of Smart PLS 4 Structural Model Testing and Characteristics of Respondents and Businesses

Evaluation of Measurement Models

The entire outer loading is above 0.70 (0.820–0.919) and the AVE of the entire construct is above 0.50 (0.736–0.822) (Table 3), so that the reflective measurement model meets the convergent validity criteria.

Table 1. Convergent Validity: Outer Loading and AVE

Construct	Indicator	Outer loading	AVE
Market orientation	OP1	0,889	0,736
	OP2	0,820	
	OP3	0,871	
	OP4	0,849	
Entrepreneurial orientation	OK1	0,887	0,789
	OK2	0,892	
	OK3	0,885	
Competitive advantage	KB1	0,919	0,822
	KB2	0,901	
	KB3	0,905	
	KB4	0,912	
	KB5	0,897	
Marketing performance	KP1	0,871	0,776
	KP2	0,866	
	KP3	0,896	
	KP4	0,895	
	KP5	0,877	

Source: primary data processed, 2026. Criteria: outer loading > 0.70; AVE > 0.50.

In Table 1, the AVE root of each construct (diagonal) is larger than its correlation with the other constructs, so the Fornell–Larcker criteria are met. The highest correlation, 0.790 between competitive advantage and marketing performance, is relatively high. Therefore, HTMT is also reported (Table 2) as a more sensitive measure of construct overlap. The overall HTMT value is in the range of 0.612–0.802, below the 0.90 limit (Henseler et al., 2016), and the upper bound of the highest 95% confidence interval (0.881 in the

market orientation and marketing performance pairs) does not exceed 0.90. Thus, no indication of overlap between constructs was found, so that the four constructs can be empirically distinguished and the discriminant validity of the measurement model is met.

Table 2. Discriminant Validity: The Fornell–Larcker Criterion

	KB	KP	OK	ON
Competitive Advantage (KB)	0,907			
Marketing performance (KP)	0,790	0,881		
Entrepreneurial orientation (OK)	0,565	0,735	0,888	
Market orientation (OP)	0,600	0,743	0,581	0,858

Source: primary data processed, 2026. Diagonal = AVE root.

Table 3. Discriminant Validity: HTMT

Construct pairs	HTM	CI 95%
KB – KP	0,784	0,691; 0,852
KB – OK	0,612	0,498; 0,715
KB – OP	0,655	0,540; 0,751
KP – OK	0,795	0,701; 0,870
KP – OP	0,802	0,712; 0,881
OK – OP	0,634	0,520; 0,730

Criterion: HTMT < 0.90 (Henseler et al., 2015).

Cronbach's alpha (0.866–0.946) and composite reliability (0.917–0.959) of all constructs were above 0.70 (Table 3), so internal consistency was met. Values exceeding 0.90 on competitive advantage and marketing performance may indicate redundant items, so they need to be checked in follow-up research (Hair et al., 2022). This statistical evidence does not replace content validity; mapping KB and KP items to construct definitions.

Table 4. Construct Reliability

Construct	Cronbach's alpha	Composite reliability (rho_c)
Market orientation	0,880	0,917
Entrepreneurial orientation	0,866	0,918
Competitive advantage	0,946	0,959
Marketing performance	0,928	0,946

Source: primary data processed, 2026. Criteria: > 0.70.

Structural Model Evaluation

Adjusted R^2 competitive advantage is 0.421 (moderate) and adjusted R^2 marketing performance is 0.791 (substantial) (Table 5). This value expresses the proportion of variation in construct scores in this sample that the model described; it is not a proportion of causal change and is not evidence of the accuracy of the prediction outside the sample.

Table 5. R^2 and Adjusted R^2

Construct	R^2	Adjusted R^2	Category
Competitive advantage	0,431	0,421	Moderate
Marketing performance	0,797	0,791	Substantial

Source: primary data processed, 2026. Categories according to Chin (1998).

According to the f^2 guideline (0.02 small; 0.15 medium; 0.35 large; Cohen,

1988), the effect of competitive advantage on marketing performance was relatively large (0.517). The effect of entrepreneurial orientation on competitive advantage (0.124) was relatively small, not moderate. The other three influences were moderately (Table 6).

Tabel 6. Effect Size (f^2)

Jalur (hypothesis)	f^2	Category
ON → KP (H1)	0,246	Medium
OK → KP (H2)	0,293	Medium
ON → KB (H3)	0,196	Medium
OK → KB (H4)	0,124	Small
KB → KP (H5)	0,517	Large

Source: primary data processed, 2026.

Uji Hypothesis

Table 7. Hypothesis Test Results (Path Coefficient)

H	Jalur	b	t	p	CI 95%*	Verdict
H1	Market orientation → Marketing performance	0,300	5,704	< 0.001	[0,197; 0,403]	Supported
H2	Entrepreneurial orientation → Marketing performance	0,318	5,658	< 0.001	[0,208; 0,428]	Supported
H3	Market orientation → Competitive advantage	0,411	5,566	< 0.001	[0,266; 0,556]	Supported
H4	Entrepreneurial orientation → Competitive advantage	0,326	4,565	< 0.001	[0,186; 0,466]	Supported
H5	Competitive advantage → Marketing performance	0,430	6,700	< 0.001	[0,304; 0,556]	Supported
H6	Market orientation → Competitive advantage → Marketing performance	0,176	4,450	< 0.001	[0,098; 0,254]	Supported
H7	Entrepreneurial orientation → Competitive advantage → Marketing performance	0,140	3,751	< 0.001	[0,067; 0,213]	Supported

Source: primary data processed, 2026. Bootstrapping 5000 subsamples, double-sided test, $\alpha = 0.05$. *CI calculated with a normal approach, $\beta \pm 1.96 \times SE$ with $SE = \beta/t$. The p value of SmartPLS is displayed as 0.000 and reported as $p < 0.001$.

All paths were significant at $\alpha = 0.05$ and were in the direction of the hypothesis. In detail: (H1) market orientation was positively associated with marketing performance; (H2) entrepreneurial orientation was positively associated with marketing performance; (H3) market orientation was positively associated with competitive advantage; (H4) entrepreneurial orientation was positively associated with competitive advantage; (H5) competitive advantage was positively associated with marketing performance; and (H6 and H7) the indirect effect of market orientation and entrepreneurial orientation on marketing performance through significant competitive advantage. Since the direct effects (H1 and H2) remained significant after the mediator was inserted, the pattern formed was statistically

partial mediation (Table 8).

Table 8. Direct, Indirect, and Total Effects

Mediation pathway	Immediate effects	Indirect effects	Total effect	VAF	Mediation pattern
OP → KB → KP (H6)	0,300	0,176	0,476	37 %	Partial (complementary)
OK → KB → KP (H7)	0,318	0,140	0,458	31 %	Partial (complementary)

Source: primary data processed, 2026. Total effect = direct + indirect effect (calculated from Table 8); VAF = indirect effect ÷ total effect. This pattern is not evidence of causal mediation due to cross-cutting data.

Goodness of Fit (Pelengkap)

GoF is recalculated on a consistent basis, i.e. the mean AVE and the mean of ordinary R^2 (not a mixture of R^2 and adjusted R^2). The formula GoF = √(mean AVE × mean R^2) = √(0.781 × 0.614) = 0.692 (Table 10). This value is only complementary: high GoF does not prove the validity or accuracy of the model's predictions (Henseler & Sarstedt, 2013), so the feasibility of the model is assessed primarily from the above measurement and structural models.

Table 9. GoF Calculation

Construct	AVE	R^2
Competitive advantage	0,822	0,431
Marketing performance	0,776	0,797
Entrepreneurial orientation	0,789	–
Market orientation	0,736	–
Average	0,781	0,614
GoF	0,692	

Source: primary data processed, 2026.

Direct Influence (H1 & H2**):** Market orientation and entrepreneurial orientation have been proven to be positively and significantly associated with the marketing performance of snack MSMEs, where businesses that actively read market tastes and innovate can more quickly adjust products and increase customer loyalty.

Influence on Competitive Advantage (H3 & H4): Market orientation shows a stronger association with competitive advantage than entrepreneurial orientation, indicating that sensitivity to customers and competitors is the main driver in creating superior product value.

Role of Competitive Advantage (H5, H6, & H7): Competitive advantage has the greatest influence on marketing performance and has been shown to mediate the relationship between market orientation and entrepreneurship to partial marketing performance.

Managerial Implications: MSME actors are advised to routinely collect customer feedback, monitor competitors, maintain product uniqueness and quality, and test new variant or packaging innovations on a small scale first.

Limitations of the Study: This study used *an accidental sampling* technique with *a cross-sectional* design in one city, so the findings were interpreted as associations, were not widely generalized, and have not proven a pure cause-and-effect relationship.

CONCLUSIONS AND SUGGESTIONS

Conclusion

1. In the 120 snack MSME actors in Pontianak City who were surveyed, market orientation and entrepreneurial orientation were positively and significantly associated with marketing performance (H1: β = 0.300; H2: β = 0.318) and with competitive advantage (H3: β = 0.411; H4: β = 0.326).
2. Competitive advantage was positively

and significantly associated with marketing performance (H5: β = 0.430).
3. Indirect effects through competitive advantage were significant for market orientation (H6: β = 0.176) and entrepreneurial orientation (H7: β = 0.140). Since direct effects were also significant, this pattern corresponded to partial mediation statistically, not evidence of causal mediation.
4. Adjusted R^2 marketing performance of 0.791 and competitive advantage of 0.421 indicate the magnitude of the variation in scores in this sample that the model described; this number is not evidence of the accuracy of the predictions outside the sample.
5. The results apply to the nonprobability sample that was studied and was not generalized to all Pontianak MSMEs.

Suggestions

1. For snack MSME actors: build a regular customer feedback and competitor monitoring mechanism, try new variants or packaging on a small scale, and maintain product differentiation and quality; use monthly indicators (sales, new customers, repeat purchases, satisfaction) to evaluate them.
2. Digital marketing is not measured in this model so it is not tested by the data of this study. The literature attributes it to competitive advantage and marketing performance (Asikin et al., 2024; Juwaini et al., 2023; Lesmana, 2026), so it can be considered an exploratory idea.
1. For the next researcher: using probability or cross-city samples, longitudinal design, instrument validation, marketing performance measurement based on sales data, single-method bias control, and triangulation with interviews.

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