

THE EFFECT OF STRATEGIC ORIENTATION AND MARKETING CAPABILITIES ON BUSINESS PERFORMANCE: A CAPACITY MEDIATION APPROACH



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Abstract

Business performance is an important indicator in assessing the success and sustainability of companies amid increasingly dynamic business competition. Market orientation, entrepreneurial orientation, and marketing capabilities are seen as strategic resources that have the potential to improve business performance, but previous empirical findings still show mixed results. These differences indicate the need for explanatory mechanisms, one of which is through absorptive capacity. This study focuses on how market orientation, entrepreneurial orientation, and marketing capabilities affect business performance, as well as the role of absorptive capacity in mediating this relationship. This study aims to analyze the direct effects of market orientation, entrepreneurial orientation, and marketing capabilities on business performance, as well as to examine the mediating role of absorptive capacity. The research method used is a quantitative approach with a survey design. Primary data were collected through questionnaires administered to business actors and analyzed using Partial Least Square–Structural Equation Modeling (PLS-SEM). The results show that market orientation, entrepreneurial orientation, and marketing capabilities have a positive and significant effect on business performance. In addition, absorptive capacity has a positive effect on business performance and is proven to play a significant mediating role in the relationship between market orientation, entrepreneurial orientation, and marketing capabilities on business performance. These findings confirm that strengthening absorptive capacity as a company's dynamic ability to absorb and utilize external knowledge is key to improving business performance in a sustainable manner.

Keywords: Market Orientation; Entrepreneurial Orientation; Marketing Capability; Absorptive Capacity; Business Performance

INTRODUCTION

Over the past five years, the global and national business environment has undergone significant changes marked by increased market uncertainty, production cost pressures, and accelerated adoption of technology and digitalization. These conditions have had a direct impact on the agribusiness and livestock sectors, particularly poultry farming, which is highly vulnerable to fluctuations in feed ingredient prices, changes in market demand, and supply chain disruptions. Reports from the FAO (2021) and OECD (2022) show that global food price volatility and increased production input costs are major challenges to the sustainability of livestock businesses. In Indonesia, the poultry farming sub-sector remains the backbone of national animal protein supply, but most small and medium-sized livestock businesses face performance problems characterized by low profit margins and weak competitiveness (Ministry of Agriculture, 2022; Suryani et al., 2023).

CV Multi Mandiri Nusantara, as one of the chicken farming companies in Lumajang Regency, operates in this dynamic business environment. The company is required to be able to adjust its business strategy to changes in consumer preferences, price competition, and government policies related to food security and commodity price stabilization. In this context, business performance is not only influenced by production efficiency, but also by the company's strategic ability to manage market orientation, entrepreneurial orientation, and marketing capabilities in an integrated manner. Market orientation enables companies to understand customer needs and competitive dynamics on an ongoing basis, entrepreneurial orientation encourages innovation, proactivity, and risk-taking, while marketing capabilities play a role in creating customer value and strengthening the company's competitive position (Wahyuni & Sara, 2020; Nguyen et al., 2022; Tajeddini et al., 2021).

However, the effectiveness of market orientation, entrepreneurial orientation, and marketing capabilities in improving business performance is highly dependent on the company's ability to absorb and utilize external knowledge. In the chicken farming business, information on cultivation technology, feed management, biosecurity, market demand trends, and government policies are key factors that determine business success. Therefore, absorptive capacity is viewed as a crucial strategic capability because it enables companies to recognize the value of new knowledge, assimilate it with internal knowledge, and apply it in strategic decision-making to improve business performance (Raza et al., 2022; Ali et al., 2023; Ferreira et al., 2024).

Empirical research in the last five years shows that market orientation has a positive effect on business performance through increased customer satisfaction and competitive advantage (Wahyuni & Sara, 2020; Nguyen et al., 2022; Chen & Lin, 2023). Entrepreneurial orientation has also been reported to improve business performance by encouraging innovation, proactivity, and courage in facing business environment uncertainties (Mustari et al., 2020; Hernández-Perlines & Rung-Hoch, 2022; Al-Henzab et al., 2023). In addition, marketing capabilities have been shown to play a significant role in improving the effectiveness of marketing strategies and company performance, especially in small and medium-sized enterprises (Morgan et al., 2020; Tajeddini et al., 2021; Feng et al., 2023).

However, a number of recent studies have shown inconsistent results. Some studies have found that market orientation and entrepreneurial orientation do not always have a significant impact on business performance, especially in companies with limited resources

and low organizational learning capabilities (Juli, 2021; Rahayu & Day, 2022; Pratono et al., 2023). Previous studies tend to overlook the internal mechanisms that explain how strategic orientation and marketing capabilities can be effectively translated into improved business performance. Furthermore, although absorptive capacity has been extensively studied as a determinant of company performance, no research has comprehensively examined its role as a mediating variable in the relationship between market orientation, entrepreneurial orientation, marketing capabilities, and business performance in the chicken farming sector. Therefore, further verification is needed regarding the role of absorptive capacity as a mechanism that bridges the influence of strategic orientation on business performance.

Filling this research gap is of high urgency given that the chicken farming sector is strongly dependent on external information and business environment dynamics. Theoretically, this study contributes to the development of strategic management and dynamic capabilities literature by positioning absorptive capacity as a key mechanism that explains the relationship between market orientation, entrepreneurial orientation, marketing capabilities, and business performance (Raza et al., 2022; Ali et al., 2023; Ferreira et al., 2024). Practically, this study is expected to provide strategic recommendations for CV Multi Mandiri Nusantara and other chicken farming businesses in strengthening market-based, entrepreneurial, and marketing strategies through the strengthening of absorptive capacity.

This study aims to analyze the influence of market orientation, entrepreneurial orientation, and marketing capabilities on business performance and to examine the role of absorptive capacity as a mediating variable at CV Multi Mandiri Nusantara. This study has a dual contribution, namely a theoretical contribution in enriching the study of dynamic capability-based strategic management and a practical contribution in providing a basis for strategic decision-making for chicken farming businesses.

This research is positioned within the latest developments in strategic management, entrepreneurship, and marketing, which emphasize the importance of organizational learning and dynamic capabilities. By integrating absorptive capacity as a mediating variable, this research continues and expands the understanding of the mechanisms of business performance formation, particularly in the chicken farming sector, which is still relatively unexplored in contemporary empirical literature.

REVIEW OF LITERATURE

Business performance is a multidimensional concept that reflects the level of achievement of company objectives in both financial and non-financial aspects. In the context of small and medium-sized enterprises, business performance is often measured through indicators such as revenue growth, increased sales volume, operational efficiency, customer satisfaction, and business sustainability (Pratono et al., 2023). Business performance is a key indicator of a company's success in utilizing resources and responding to the dynamics of the business environment.

In the chicken farming sector, business performance is not only influenced by production factors, but also by the company's managerial and strategic capabilities in managing market information, innovation, and relationships with customers and business partners. Empirical research shows that companies that are able to integrate marketing and

entrepreneurial strategies with organizational learning tend to have better and more sustainable business performance (Raza et al., 2022; Ferreira et al., 2024).

Market orientation is defined as an organizational culture that emphasizes creating superior value for customers through understanding customer needs, monitoring competitors, and coordinating between functions within the company. This concept places customers at the center of all business activities (Narver & Slater, 1990). In the context of small and medium-sized enterprises, market orientation enables companies to respond quickly and appropriately to changes in market demand.

Research in the last five years shows that market orientation has a positive effect on business performance because it increases customer satisfaction and competitive advantage (Wahyuni & Sara, 2020; Nguyen et al., 2022; Chen & Lin, 2023). In chicken farming businesses, market orientation is reflected in the company's ability to adjust product quality, price, and distribution services according to customer needs. Thus, market orientation is seen as a strategic factor that drives business performance improvement.

Entrepreneurial orientation is a strategic attitude of a company that reflects the level of innovation, proactivity, and courage in taking risks to capture business opportunities. This concept emphasizes the importance of entrepreneurial behavior in dealing with business environment uncertainty (Lumpkin & Dess, 1996). In the context of MSMEs, entrepreneurial orientation is the main driver of innovation and business growth.

Empirical studies show that entrepreneurial orientation has a positive effect on business performance through increased innovation and adaptation capabilities of companies (Mustari et al., 2020; Hernández-Perlines & Rung-Hoch, 2022; Al-Henzab et al., 2023). In chicken farming businesses, entrepreneurial orientation is reflected in the courage to adopt new technologies, product diversification, and the development of innovative marketing strategies. Therefore, entrepreneurial orientation is seen as an important determinant of business performance.

Marketing capability refers to a company's ability to integrate marketing resources and activities to create value for customers and achieve competitive advantage. This capability includes market research, customer relationship management, product development, pricing, and distribution (Morgan et al., 2020).

Recent research shows that marketing capabilities contribute significantly to business performance, especially in small and medium-sized companies operating in highly competitive environments (Tajeddini et al., 2021; Feng et al., 2023). In the context of chicken farming businesses, marketing capabilities enable companies to build effective distribution networks, increase customer loyalty, and strengthen their market position. Thus, marketing capabilities are seen as a key factor in improving business performance.

Absorptive capacity is defined as a company's ability to recognize the value of new knowledge, absorb it, and apply it for commercial purposes. This concept emphasizes the importance of organizational learning and knowledge management as sources of competitive advantage (Cohen & Levinthal, 1990). In its development, absorptive capacity is seen as a dynamic ability that enables companies to adapt and innovate continuously (Zahra & George, 2002).

Recent research shows that absorptive capacity has a positive effect on business performance because it improves a company's ability to utilize external knowledge for innovation and strategic decision-making (Raza et al., 2022; Ali et al., 2023; Ferreira et al.,

2024). In chicken farming businesses, absorptive capacity is reflected in the company's ability to absorb information related to cultivation technology, feed management, and government policies, which ultimately has an impact on improving business performance.

From the perspective of the resource-based view and dynamic capabilities, market orientation, entrepreneurial orientation, and marketing capabilities are viewed as strategic resources that can improve business performance. However, the effectiveness of utilizing these resources is highly dependent on absorptive capacity as an internal mechanism that bridges the influence of strategic orientation on business performance. Previous studies tend to examine direct relationships between variables, while the role of absorptive capacity as a mediating variable remains relatively limited, particularly in the context of chicken farming businesses. Therefore, this study positions absorptive capacity as a mediating variable that explains how market orientation, entrepreneurial orientation, and marketing capabilities can be translated into sustainable improvements in business performance.

RESEARCH METHOD

This study uses a quantitative approach with an explanatory research design, which aims to explain the causal relationship between market orientation, entrepreneurial orientation, and marketing capabilities on business performance with absorptive capacity as a mediating variable. The object of this study is CV Multi Mandiri Nusantara, a company engaged in chicken farming in Lumajang Regency. A quantitative approach was chosen because it allows for objective and systematic testing of hypotheses based on measurable empirical data.

The data sources in this study consist of primary and secondary data. Primary data were obtained directly from respondents who are owners and employees involved in business management at CV Multi Mandiri Nusantara. The data were collected using a structured questionnaire instrument compiled based on the indicators of the research variables and measured using a five-point Likert scale. Meanwhile, secondary data were obtained from company documents, internal reports, and relevant literature such as scientific journals, books, and official reports that support the theoretical and empirical basis of the research.

The type of data used in this study is quantitative data in the form of respondents' scores on statements in the questionnaire that reflect their perceptions of market orientation, entrepreneurial orientation, marketing capabilities, absorptive capacity, and business performance. The data collection technique was carried out by distributing questionnaires directly to respondents who had been determined according to the research criteria.

The collected data were analyzed using the Partial Least Square–Structural Equation Modeling (PLS-SEM) technique with the help of statistical software. The PLS-SEM method was chosen because it is suitable for research with complex structural models, involving latent variables and mediating relationships, and does not require a large sample size and normal data distribution. Data analysis was carried out in two main stages, namely testing the measurement model (outer model) to assess the validity and reliability of the construct, and testing the structural model (inner model) to test the relationship between variables and research hypotheses.

RESULTS AND DISCUSSION

Data analysis in this study was conducted using the Partial Least Square–Structural Equation Modeling (PLS-SEM) approach. The analysis stages included evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). The outer model evaluation was conducted to ensure that the research instruments met the validity and reliability criteria, while the inner model evaluation was conducted to test the strength of the relationships between variables and to test the research hypotheses.

Validity and Reliability Test Results (Outer Model)

Convergent validity and construct reliability were tested by examining factor loadings, Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha. The test results are presented in Table 1

Table 1.

Results of the Validity and Reliability Test of the Construct

Variables	Cronbach's Alpha	Composite Reliability	AVE
Market Orientation	0,873	0,902	0,648
Entrepreneurial Orientation	0,861	0,894	0,631
Marketing Capabilities	0,885	0,913	0,677
Absorptive Capacity	0,892	0,919	0,693
Business Performance	0,879	0,907	0,661

Source: processed by researcher, 2026

Based on Table 1, all research variables have Cronbach's Alpha and Composite Reliability values above 0.70, so it can be concluded that all constructs are reliable. In addition, the AVE value of each variable is above 0.50, which indicates that the construct is able to adequately explain the variance of its indicators. Thus, all research variables are declared valid and reliable and are suitable for use in the next stage of analysis.

Structural Model Evaluation Results (Inner Model)

Structural model evaluation was conducted by examining the coefficient of determination (R^2) value to assess the ability of exogenous variables in explaining endogenous variables. The R^2 test results are presented in Table 2.

Table 2.

Determination Coefficient Values (R^2)

Variabel Endogen	R^2	Criteria
Absorptive Capacity	0,582	Moderate
Business Performance	0,641	Strong

Source: processed by researcher, 2026

The results in Table 2 show that market orientation, entrepreneurial orientation, and marketing capabilities can explain 58.2 percent of the variation in absorptive capacity, which is classified as moderate. Meanwhile, the variables of market orientation, entrepreneurial orientation, marketing capability, and absorptive capacity together explain 64.1 percent of

the variation in business performance, which is classified as strong. This indicates that the research model has good explanatory power.

Hypothesis Testing Results and Direct Relationships

Hypothesis testing was conducted by examining the path coefficient value, t-statistic value, and p-value. The results of testing the direct relationship between variables are presented in Table 3.

Table 3.
Hypothesis Testing Results (Direct Effect)

Interrelationships Between Variables	Path Coefficient	t-statistic	p-value	Decision
Market Orientation → Business Performance	0,214	2,987	0,003	Accepted
Entrepreneurial Orientation → Business Performance	0,231	3,214	0,001	Accepted
Marketing Capabilities → Business Performance	0,276	3,856	0,000	Accepted
Market Orientation → Absorptive Capacity	0,248	3,102	0,002	Accepted
Entrepreneurial Orientation → Absorptive Capacity	0,265	3,447	0,001	Accepted
Marketing Capabilities → Absorptive Capacity	0,289	4,021	0,000	Accepted
Absorptive Capacity → Business Performance	0,312	4,298	0,000	Accepted

Source: processed by researcher, 2026

Based on Table 3, all direct relationships between variables show p-values < 0.05, so all direct effect hypotheses are accepted. These findings indicate that market orientation, entrepreneurial orientation, and marketing capabilities have a positive and significant effect on business performance and absorptive capacity. In addition, absorptive capacity also has a positive and significant effect on business performance.

Results of Absorptive Capacity Mediation Testing

To test the mediating role of absorptive capacity, an indirect effect analysis was conducted. The mediation test results are presented in Table 4.

Table 4. Results of Indirect Effect (Mediation) Testing

Mediation Relationship	Indirect Coefficient	t-statistic	p-value	Types of Mediation
Market Orientation → Absorptive Capacity → Business Performance	0,077	2,654	0,008	Partial Mediation
Entrepreneurship Orientation → Absorptive Capacity → Business Performance	0,083	2,912	0,004	Partial Mediation
Marketing Capabilities → Absorptive Capacity → Business Performance	0,090	3,127	0,002	Partial Mediation

Source: processed by researcher, 2025

The results in Table 4 show that all indirect effects have p-values < 0.05, indicating that absorptive capacity plays a significant role as a mediating variable. Because both direct and indirect effects are significant, absorptive capacity is categorized as a partial mediator in the relationship between market orientation, entrepreneurial orientation, and marketing capability on business performance.

Discussion

The results of this study empirically show that market orientation has a positive and significant effect on the business performance of CV Multi Mandiri Nusantara. These findings indicate that the company's ability to understand customer needs, monitor market demand dynamics, and respond to changes in the competitive environment are crucial factors in improving the performance of chicken farming businesses. These findings are in line with the research of Nguyen et al. (2022), Chen and Lin (2023), and Wahyuni and Sara (2020), which confirm that market orientation enables companies to create sustainable customer value and strengthen their competitive position.

From a sharia economics perspective, market orientation has strong relevance to the principles of *maslahah* and justice (*'adl*). Business activities that are oriented towards market needs in a fair and transparent manner reflect the sharia objective of creating social and economic welfare. Therefore, the findings of this study expand the sharia economics

literature by showing that market orientation is not only a business strategy but also an instrument for implementing sharia values in real sector business practices.

Entrepreneurial orientation has also been proven to have a positive and significant effect on business performance. These findings indicate that innovation, proactivity, and measured risk-taking are the main drivers of improved performance in the chicken farming business. These results are consistent with the research of Hernández-Perlines and Rung-Hoch (2022), Al-Henzab et al. (2023), and Pratono et al. (2023), which states that entrepreneurial orientation improves a company's ability to adapt to business environment uncertainties.

In the context of the Islamic economy, entrepreneurial orientation is not understood as speculative behavior (*maysir*), but rather as a form of effort and innovation based on the values of trustworthiness and social responsibility. Thus, this study provides a theoretical contribution by showing that entrepreneurial orientation in line with Islamic principles can drive sustainable business performance, particularly in the poultry farming sector, which has a relatively high level of risk.

Furthermore, marketing capabilities have been proven to have a positive and significant effect on business performance. These findings confirm that a company's ability to manage marketing activities, build long-term relationships with customers, and develop an effective distribution network are important factors in improving business performance. These results are in line with the research of Morgan et al. (2020), Tajeddini et al. (2021), and Feng et al. (2023), which confirm that marketing capabilities are strategic resources that create competitive advantages.

From a sharia economics perspective, marketing capabilities are not only oriented towards achieving profits, but also towards applying the principles of honesty (*shiddiq*), transparency, and trust (*amanah*) in every transaction. Ethical marketing practices will increase customer loyalty and strengthen business sustainability. Thus, the findings of this study enrich the Islamic economics literature by emphasizing that marketing capabilities based on Islamic values contribute significantly to improving the performance of the real sector.

The most significant finding in this study is the role of absorptive capacity as a partial mediating variable in the relationship between market orientation, entrepreneurial orientation, and marketing capabilities on business performance. These results indicate that strategic orientation and internal capabilities do not automatically improve business performance without the support of the company's ability to absorb, assimilate, and apply external knowledge. These findings are consistent with the research of Raza et al. (2022), Ali et al. (2023), and Ferreira et al. (2024), which confirm that absorptive capacity is an important internal mechanism in improving business performance through organizational learning.

In the context of chicken farming, absorptive capacity is reflected in a company's ability to absorb information related to technological innovations in cultivation, feed management, disease control, and government policies. From a sharia economics perspective, absorptive capacity can be interpreted as a process of *ta'allum* (continuous learning) and managerial *ijtihad* in integrating science and technology in a responsible manner. Therefore, this study provides a conceptual contribution by integrating the concept of dynamic capabilities into the development of Islamic economic theory in the real sector.

Compared to previous studies that generally test the direct relationship between variables, this study provides empirical novelty by proving that absorptive capacity acts as a partial mediator. This contribution broadens the understanding of the mechanism of business performance formation in Islamic economics, particularly in the chicken farming sector, which has been relatively understudied. Thus, this study not only confirms previous findings but also offers a new empirical model relevant to the development of sustainable Islamic economics.

Overall, the results of this study make a significant contribution to the development of Islamic economics by offering an empirical model that integrates market orientation, entrepreneurial orientation, marketing capabilities, and absorptive capacity in improving business performance. This model implies that the development of the real sector based on sharia needs to emphasize strengthening learning capacity and knowledge management so that the goals of al-falah, business sustainability, and community welfare can be achieved simultaneously.

CONCLUSION

Based on the results of the research and discussion, it can be concluded that market orientation, entrepreneurial orientation, and marketing capabilities have a positive effect on improving the performance of livestock companies in Lumajang Regency, both directly and indirectly through absorptive capacity as a mediating variable. Market orientation, which emphasizes understanding customer needs, monitoring competitors, and coordinating internal functions, has been proven to increase competitiveness and business performance. Entrepreneurial orientation, reflected in innovative attitudes, proactivity, risk-taking, and competitive aggressiveness, encourages companies to be more adaptive in facing the dynamics of the business environment. Marketing capabilities also play an important role in increasing sales growth, market expansion, and business profit. The role of absorptive capacity as a mediator strengthens the influence of these three variables on company performance, because the company's ability to absorb, assimilate, and utilize external knowledge enables the implementation of more effective and sustainable business strategies. Therefore, it is recommended that livestock companies, particularly CV. Multi Mandiri Nusantara, continue to strengthen their market orientation and entrepreneurship, improve their marketing capabilities through the use of technology and market network expansion, and develop their absorptive capacity by opening access to external information and learning on an ongoing basis, so that business performance can continue to be optimized and sustained.

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