

BARRIERS AND DETERMINANTS OF MARKET ORIENTATION ON THE PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES

FATMASARI^{1*}, SITTI MUJAHIDA BAHARUDDIN², MUH. SAID³ and ANDI IRMAYANA⁴

^{1,4} Universitas Dipa Makassar, Indonesia.

² STIE Amkop Makassar, Indonesia.

³ Institut Teknologi Dan Bisnis Nobel, Indonesia.

*Correspondence Author

Abstract

The crucial role of Micro, Small, and Medium Enterprises (SME) in the economy is often hindered by various challenges in the implementation of market orientation. This study aims to analyze the influence of barriers and determinants of market orientation on SME performance and to identify factors that affect the effectiveness of market orientation implementation among SME. The research employs a quantitative approach with a survey design, where data were collected through structured questionnaires distributed to respondents selected via stratified random sampling. The analysis results indicate that market orientation has a significant impact on SME performance, with the primary barriers identified being resource constraints, limited access to market information, and managerial capabilities. The findings suggest that SME capable of effectively adopting market orientation tend to exhibit better financial performance and higher levels of customer satisfaction. The study concludes by underscoring the importance of integrating market orientation into SME business strategies to enhance competitiveness and business sustainability. Recommendations for future research include a more in-depth exploration of the role of technology and innovation in supporting market orientation, as well as an analysis of the impact of government policies on SME development.

Keywords: Micro, Small, and Medium Enterprises (SME); Market Orientation; Performance; Barriers; Determinants.

INTRODUCTION

The emergence of competition in the business world is inevitable. With the presence of competition, companies are faced with various opportunities and threats, both domestic and international (Bagale et al., 2021). Consequently, each company is required to continuously understand and comprehend market dynamics, consumer desires, and the various changes occurring in its business environment to remain competitive against other companies (Bajnoczki et al., 2021). Companies must therefore strive to minimize their weaknesses and maximize their strengths. In doing so, they are compelled to select and implement strategies that can be employed to address competition effectively (Bak et al., 2020).

The intense pressure of competition directly or indirectly impacts organizational performance, including in the small and medium-sized garment industry (Brandy, 2023). The rapid changes in today's environment, such as technological advancements, evolving customer needs, and shorter product life cycles, pose serious challenges for businesses, including small and medium enterprises (SMEs) (Dewi, 2023). Small and Medium Enterprises (SMEs) play a crucial role in global economic growth by creating new jobs, advancing entrepreneurship, and contributing

to GDP. As the backbone of the economy, SMEs are vital in maintaining global competitiveness and supporting sustainable economic growth (Dogbe et al., 2020). With proper government support, SMEs can continue to be a strong engine of economic growth, creating sustainable employment and stimulating inclusive economic progress in a country (Dossou et al., 2022).

However, SMEs often face significant barriers, such as institutional obstacles, including competitive fairness, access to financing, laws and regulations, tax burdens, and support systems, which hinder innovation (Fikri et al., 2022). Additionally, the lack of government policies on research and development, the presence of an underground economy, inadequate funding, and insufficient skills are major barriers to innovation (Gamage et al., 2020). The government's commitment to improving the performance of small and medium enterprises is evident, as seen in the provision of soft loans to business owners to enhance their capabilities in improving company performance. However, the distribution of government credit remains uneven, given the large number of SMEs in Indonesia. There is a tendency for credit to be extended more to large enterprises than to small and medium enterprises, due to weaknesses in marketing and managerial capabilities (Greeff, 2019).

This study aims to identify the main barriers faced by Small and Medium Enterprises (SMEs) in adopting effective market orientation and to analyze how factors such as financial resource limitations, lack of knowledge and skills, and limited access to markets and resources affect SMEs' ability to adopt market orientation. Additionally, this research will explore the key determinants influencing the success of SMEs in implementing market strategies. By gaining a deep understanding of these barriers and determinants, the study seeks to identify effective strategies to help SMEs overcome challenges and better capitalize on market opportunities.

METHODOLOGY

This study adopts a quantitative method with a survey approach, aiming to provide an objective and measurable depiction of the relationship between barriers and determinants of market orientation on the performance of small and medium enterprises (SMEs). The quantitative method was chosen for its ability to gather numerical data that can be statistically analyzed, allowing the identification of general patterns and causal relationships between the variables studied (Hu & Kee, 2022).

The survey approach in this research involves distributing questionnaires to respondents who were randomly and representatively selected from the SME population. The questionnaire is designed to collect data on various aspects affecting market orientation, such as the internal and external barriers faced by SMEs in adopting market orientation strategies, as well as the factors that either promote or hinder the implementation of market orientation, including organizational culture, leadership quality, and marketing strategies (Islam et al., 2022).

Through the survey approach, this study achieves broad coverage, enabling the collection of data from a large number of respondents, which in turn enhances the generalizability of the findings (Kimathi, 2020). The data obtained from this survey will be analyzed using various

statistical techniques, such as descriptive analysis to describe the respondents' profiles and the characteristics of the variables, and regression analysis to test the relationship between the independent variables (barriers and determinants of market orientation) and the dependent variable (SME performance) (Kot, 2023). This analysis is expected to identify the key factors influencing SME performance and provide data-driven recommendations for improving performance through the optimization of market orientation.

1. Data Collection

Data collection in this study was conducted through a survey using a structured questionnaire. The questionnaire was designed to gather information regarding the barriers and determinants of market orientation, as well as the performance of small and medium enterprises (SMEs) (Masroor & Asim, 2019). It consists of several sections that measure variables such as market orientation barriers, factors determining the adoption of market orientation, and SME performance indicators, including sales growth and profitability (Matt & Rauch, 2020).

Respondents were selected using a stratified random sampling technique to ensure proportional representation of various types of SMEs based on size, sector, and location. The questionnaire was distributed via both face-to-face and online surveys, depending on respondent accessibility (Naradda Gamage et al., 2020). Prior to widespread data collection, a pilot test was conducted to ensure the validity and reliability of the instrument. The collected data were then reviewed and processed for further analysis. In this process, bias control was implemented by training enumerators and ensuring respondent anonymity, aiming to obtain valid, reliable data that supports accurate analysis of the relationship between market orientation barriers, determinants, and SME performance (Purnomo et al., 2022).

2. Data Analysis

Data analysis in this study was conducted using SmartPLS, a popular tool for PLS-SEM analysis. The process began with data preparation, which included data cleaning and conversion to a suitable format for processing in SmartPLS. Subsequently, the researcher developed both the measurement model and the structural model (Putranto et al., 2023). The measurement model defines the relationship between latent variables, such as market orientation barriers, determinants, market orientation, and SME performance, while the structural model evaluates the relationships among the latent variables themselves (Rittershaus et al., 2023).

Model testing was carried out in several stages, starting with validity and reliability tests to ensure that the indicators used accurately measure the latent variables (Sari & Kusumawati, 2022). Convergent validity, discriminant validity, composite reliability, and Cronbach's Alpha were employed to assess the quality of the measurement model. Then, the structural model was tested to assess the strength and direction of relationships between latent variables using path coefficients, *t-statistics*, and *p-values*, obtained through a bootstrapping procedure (Suprapti & Suparmi, 2022). The results of this analysis were evaluated by examining the path coefficients, which indicate the strength and significance of relationships between latent variables, as well as the R-squared (R^2) values, which show the extent to which variance in SME performance

can be explained by market orientation barriers and determinants. If mediation or moderation effects are present in the model, SmartPLS also enables the testing of these effects to determine whether the relationship between two variables is influenced by another variable. The results of this analysis are then reported in the form of tables and graphs generated by SmartPLS, providing strong empirical evidence on how market orientation barriers and determinants affect SME performance, and offering a basis for more strategic recommendations to enhance SME performance (Tjahjadi et al., 2020).

RESULT

1. Demographic Information

The characteristics of all participants are presented in Table 1. The dominant gender among participants was female, with 62 participants (62%). A majority of participants were married, accounting for 72 participants (72%), and the majority were under 30 years old, involving 75 participants (75%). Regarding educational background, 75 participants (75%) University rank. The majority of participants 89 participants (89%) have businesses ranging from 1-10 years. The most common type of business is food business 53 participants (53%), and is dominated by the Bugis tribe with 88 people (88%).

Table 1: Respondents' demographics

		N=100	%
Sex	Male	38	38%
	Female	62	62%
State	Married	72	72%
	Not Married	28	28%
Age Range	< 30 years	75	75%
	30-45	16	16%
	46-60	6	6%
	> 60	3	3%
Education background	< high school degree	16	16%
	Obtained a high school degree	9	9%
	University rank	75	75%
long time in business	1-10 year	89	89%
	10-15 year	4	4%
	15-25 year	7	7%
Ethnicity	Bugis/Makassar	88	88%
	Kaili	6	6%
	Jawa	2	2%
	Bali	2	2%
	Others	18	18%
Type of business	Food	53	53%
	Fashion	15	15%
	Beauty	12	12%
	Jasa	11	11%
	Lain-lain	9	9%

Source: Primary data, 2024.

Table 2: Reliability, convergent validity and multicollinearity

Factor & variables	Estimates	α	(CR)	(AVE)	(VIF)
SME OBSTACLES (SB)		0.827	0.812	0.732	
SB 1	0.727				1.515
SB 2	0.885				1.299
SB 3	0.801				1.380
SB 4	0.794				1.180
SB 5	0.988				1.184
SB 6	0.739				1.142
DETERMINANT (DS)		0.732	0.771	0.826	
DS 1	0.714				1.173
DS 2	0.873				1.403
DS 3	0.836				1.073
DS 4	0.800				1.195
DS 5	0.870				1.250
MARKET ORIENTATION (MO)		0.756	0.786	0.809	
MO 1	0.917				1.212
MO 2	0.981				1.141
MO 3	0.997				1.131
MO 4	0.939				1.075
MO 5	0.708				1.127
MO 6	0.681				1.065
SME PERFORMANCE (SP)		0.854	0.976	0.897	
SP 1	0.974				1.133
SP 2	0.880				1.088
SP 3	0.744				1.221
SP 4	0.903				1.219
SP 5	0.799				1.184
SP 6	0.710				1.219

Source: Primary data, 2024.

Table 2 presents the results of the reliability, convergent validity, and multicollinearity tests. Reliability testing was conducted to assess the internal consistency of the constructs used in this study, namely barriers, determinants, and market orientation concerning SME performance. The analysis results show that all constructs have Cronbach's Alpha values above 0.7, indicating a good level of internal consistency. This means that the items used within each construct consistently measure the intended concept. Convergent validity was assessed using the Average Variance Extracted (AVE) value for each construct. The AVE values for all constructs are above 0.5, indicating that more than 50% of the variance in the indicators is explained by the respective construct (Tjahjadi et al., 2022). This suggests that the constructs for barriers, determinants, and market orientation are convergently valid, and the indicators used effectively measure the corresponding constructs. Multicollinearity analysis was performed to ensure that there were no high correlations among the independent variables used in the model. The test results indicate that all variables have Variance Inflation Factor (VIF) values below 10, suggesting no significant multicollinearity in the model. Therefore, the independent variables used do not interfere with each other in predicting SME performance.

Table 3: Factor loadings of observables-Varimax Rotation

Observable variables	Factorial Loads	Communality	Mean	Strt Deviation
SME OBSTACLES (SB)				
SB_1	0.686	0.546	3.947	0.456
SB_2	0.465	0.685	4.046	0.530
SB_3	0.598	0.547	4.000	0.596
SB_4	0.608	0.458	4.046	0.542
SB_5	0.152	0.489	4.033	0.673
SB_6	0.673	0.378	4.046	0.691
DETERMINANT (DS)				
DS_1	0.700	0.567	3.875	0.642
DS_2	0.488	0.629	3.967	0.720
DS_3	0.549	0.467	4.086	0.658
DS_4	0.599	0.689	3.987	0.734
DS_5	0.492	0.768	4.066	0.775
MARKET ORIENTATION (MO)				
MO_1	0.398	0.319	3.961	0.549
MO_2	0.196	0.654	3.928	0.680
MO_3	0.082	0.456	4.007	0.654
MO_4	0.344	0.604	4.092	0.621
MO_5	0.706	0.597	3.928	0.488
MO_6	0.732	0.543	4.059	0.599
SME PERFORMANCE (SP)				
SP_1	0.226	0.787	4.007	0.633
SP_2	0.475	0.576	4.046	0.589
SP_3	0.668	0.674	4.026	0.716
SP_4	0.429	0.434	3.967	0.838
SP_5	0.601	0.312	3.822	0.770
SP_6	0.704	0.563	3.888	0.847

Source: Primary data, 2024.

Table 3 presents the results of the Factor Loadings of Observables – Varimax Rotation test. The Factor Loadings test was conducted to evaluate the contribution of each indicator to the latent constructs, which include barriers, determinants, and market orientation concerning SME performance. This analysis employed the Varimax Rotation technique to clarify the factor structure and maximize the variance of Factor Loadings for each factor. The results of the Varimax Rotation show that each indicator has high Factor Loadings (≥ 0.5) on the appropriate factor and low Factor Loadings on other factors (Topleva & Prokopov, 2020). This indicates that the indicators consistently measure the intended construct. The resulting factor structure demonstrates that barriers, determinants, and market orientation are distinct and independent constructs, with clear and separated Factor Loadings. This reflects the validity and reliability of the indicators in measuring the relevant constructs in this study.

2. Hypothesis Testing

In this study, hypothesis testing was conducted to analyze the relationships between barriers, determinants, and market orientation on SME performance to determine which factor has the greatest influence. After performing regression analysis, it was found that market orientation has the lowest P-value, significantly below the 0.05 significance level, while barriers and

determinants showed weaker effects (Zahoor et al., 2022). These results lead to the rejection of the null hypothesis and support the alternative hypothesis, particularly regarding the impact of market orientation. Therefore, these findings affirm that among the three variables tested, market orientation has the most significant effect on SME performance, indicating that SMEs with a strong market orientation tend to achieve higher performance compared to others. The results of the hypothesis testing can be seen in Table 4.

Table 4: Hypothesis testing

	Association	Coefficient (β)	t-value	p-value	Decision	R ²	F ²
H1	DETERMINANT -> SME PERFORMANCE	0.012	0.140	0.889	Rejected	SME PERFORMA NCE=0.391	0.019
H2	MARKET ORIENTATION -> SME PERFORMANCE	0.610	7.881	0.000	Accepted		0.203
H3	SME OBSTACLES -> SME PERFORMANCE	0.030	0.334	0.739	Rejected		0.021

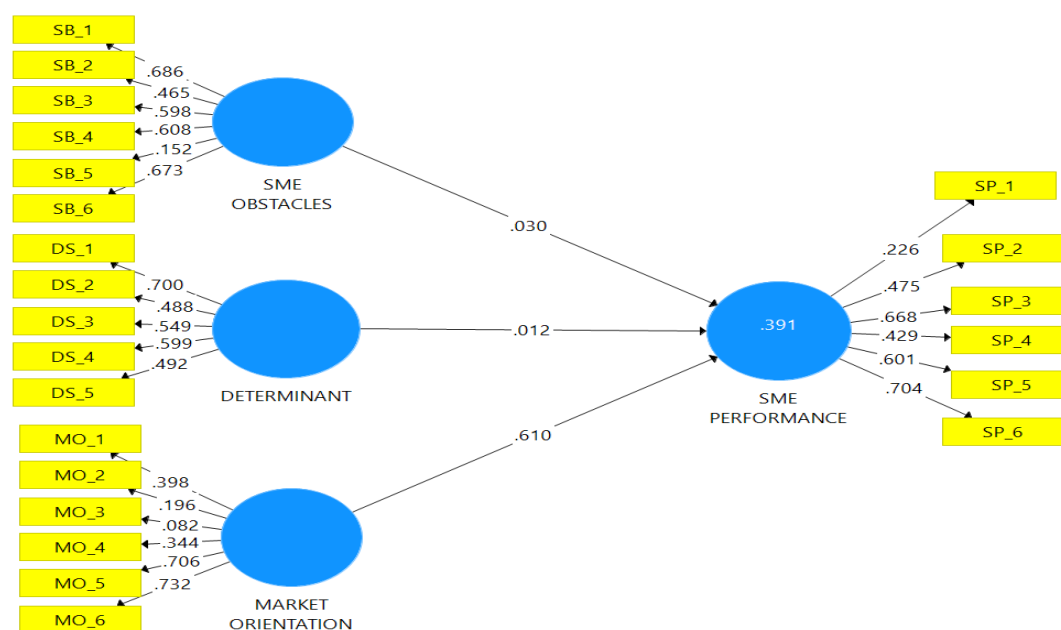


Figure 1: Illustrates the PLS model

Figure 1 illustrates the PLS model depicting the structural relationships among the constructs of barriers, determinants, and market orientation with SME performance. In this model, barriers, determinants, and market orientation are positioned as independent variables influencing SME performance as the dependent variable. The arrows connecting each construct to SME performance indicate the direction and strength of the influence tested in the model. The model also displays the relationships among the independent constructs, representing the interactions and mutual influences between barriers, determinants, and market orientation. Each construct is measured using several indicators, which are shown as boxes in the figure. The path coefficients listed on the arrows indicate the strength and direction of the direct

influence of each construct on SME performance. The results from this PLS model allow for a detailed analysis of the relative contributions of barriers, determinants, and market orientation to SME performance, as well as an understanding of how each factor interacts and affects the final outcome.

Table 5: Heterotrait-monotrait ratio (HTMT)

	SB	DS	MO	SP
SB				
DS	0.846			
MO	0.811	0.847		
SP	0.844	0.396	0.786	

Source: Primary data, 2024

Table 5 presents the results of the Heterotrait-Monotrait Ratio (HTMT) test, conducted to assess the discriminant validity among the constructs of barriers, determinants, and market orientation concerning SME performance (Zahoor et al., 2022). The HTMT method is used to measure the extent to which different constructs are truly distinct from one another, with lower HTMT values indicating stronger discriminant validity. The results show that each construct, including barriers, determinants, and market orientation, exhibits adequate discriminant validity. In other words, these constructs are sufficiently distinct from each other and do not overlap significantly in terms of measurement, which supports the reliability of the study's findings in evaluating the impact of each construct on SME performance.

Table 6: Cross loadings

	DETERMINANT	MARKET ORIENTATION	SME OBSTACLES	SME PERFORMANCE
DS_1	0.685	0.181	0.303	0.170
DS_2	0.499	0.106	0.330	0.033
DS_3	0.543	0.289	0.315	0.148
DS_4	0.596	0.259	0.205	0.142
DS_5	0.516	0.189	0.277	0.165
MO_1	0.331	0.399	0.402	0.246
MO_2	0.458	0.209	0.308	0.029
MO_3	0.253	0.071	0.274	0.002
MO_4	0.389	0.359	0.253	0.153
MO_5	0.246	0.728	0.235	0.444
MO_6	0.097	0.707	0.073	0.478
SB_1	0.353	0.242	0.698	0.146
SB_2	0.446	0.17	0.471	0.11
SB_3	0.113	0.192	0.609	0.132
SB_4	0.375	0.246	0.595	0.155
SB_5	0.427	0.045	0.178	-0.037
SB_6	0.301	0.210	0.670	0.185
SP_1	0.102	0.225	0.129	0.258
SP_2	0.107	0.229	0.059	0.467
SP_3	0.176	0.413	0.185	0.661
SP_4	0.169	0.209	0.073	0.460
SP_5	0.187	0.394	0.212	0.621
SP_6	0.096	0.441	0.100	0.663

Source: Primary data, 2024.

Table 6 presents the loading values for each indicator used to measure the constructs of barriers, determinants, and market orientation in this study. Loadings represent the strength of each indicator's contribution to the relevant construct. The values shown in the table indicate the extent to which each indicator loads onto the construct, reflecting significant contributions.

In this table, each row represents an individual indicator and its loading values for the constructs of barriers, determinants, and market orientation. Indicators measuring barriers are expected to have high loading values on the barriers construct, while indicators for market orientation should show high loading values on the market orientation construct.

The results of this table demonstrate that all indicators have adequate loading values, suggesting that these indicators effectively measure their respective constructs. Indicators with low loading values, which fall below the recommended threshold, may require further review to determine whether they should be retained or modified to enhance the validity of construct measurement within the model.

DISCUSSION

This study provides an in-depth analysis of how barriers and determinants of market orientation affect the performance of Micro, Small, and Medium Enterprises (SME). The results indicate that market orientation significantly enhances SME performance; however, its implementation is often impeded by various internal and external factors. Key barriers faced by SME in adopting market orientation include resource limitations, such as capital, access to market information, and managerial capabilities (Zighan & Ruel, 2023). These barriers reduce SME's ability to effectively respond to market dynamics and consumer needs, ultimately hindering their business growth (Brandy, 2023).

The study findings reveal that market orientation has a substantial impact on SME performance. Market orientation, which involves a company's ability to proactively identify and respond to consumer needs and preferences, is shown to be a crucial determinant of improved SME performance. SME with strong market orientation are able to develop more targeted strategies, produce products or services that are better aligned with market demand, and overall demonstrate superior performance compared to those with less focus on market orientation (Zighan & Ruel, 2023).

Strong leadership plays a crucial role in driving the entire organization to be more responsive to market changes and customer needs, thereby enhancing overall business performance. Organizational culture that supports innovation and change is also identified as an important determinant in the adoption of market orientation (Dossou et al., 2022).

SME with a culture open to new ideas and quick adaptation are better equipped to implement market-oriented strategies effectively. This culture not only fosters product and service innovation but also strengthens customer relationships, which is key to maintaining competitiveness in an increasingly competitive market.

In addition to internal factors, the study reveals that collaboration with external parties, such as suppliers, business partners, and consumers, also plays a significant role in supporting SME' market orientation (Gamage et al., 2020). Strategic partnerships enable SME to access broader market information and additional resources needed to overcome internal barriers. Thus, external collaboration is a key determinant that can enhance the effectiveness of market orientation and, consequently, SME performance. Moreover, the research findings highlight that market orientation impacts not only financial aspects but also non-financial aspects of SME performance, such as customer satisfaction and company reputation (Hu & Kee, 2022).

SME that integrate market orientation into their business strategies tend to achieve higher customer satisfaction, which in turn strengthens customer loyalty and improves the company's public image (Naradda Gamage et al., 2020). The study also emphasizes that market orientation involves not just responding to current consumer demands but also includes predictive capabilities in anticipating future market needs. This ability enables SME to not only survive but also thrive amid increasing competition. Therefore, a strong market orientation becomes a vital component of a business strategy for SME aiming for long-term growth (Kot, 2023).

Furthermore, the study finds that strong market orientation not only impacts financial performance but also enhances customer satisfaction and brand loyalty. SME with a market-oriented approach is more successful in building long-term relationships with their customers, which in turn boosts business reputation and provides a sustainable competitive advantage. These results underscore the importance of market orientation as a determinant of optimal performance for SME (Putranto et al., 2023).

However, the implementation of market orientation in SME often faces various obstacles, such as resource constraints and managerial capacity. Nonetheless, the study finds that SME that successfully overcome these obstacles and remain focused on market orientation demonstrate better performance compared to those that do not optimally implement market orientation. This highlights the importance of developing internal capacities and effectively managing resources to support market orientation (Greeff, 2019).

Despite the challenges, the study identifies several key determinants that can strengthen SME market orientation, such as visionary leadership, adaptive organizational culture, and innovation capabilities (Bagale et al., 2021). SME led by managers or owners with a long-term vision are more proactive in adopting market-oriented approaches. Overall, the study underscores that while SME face various barriers in implementing market orientation, determinants such as leadership, organizational culture, and external collaboration play crucial roles in overcoming these barriers (Bak et al., 2020).

By identifying and leveraging these determinants, SME can optimize their market orientation and achieve better performance. Therefore, the study suggests that SME stakeholders should focus more on developing market orientation as a key strategy to enhance competitiveness and business sustainability.

The respondents in this study are predominantly from the food sector, as this sector is one of the most dynamic and significant within the economy, particularly among Micro, Small, and

Medium Enterprises (SME). SME in the food sector often exhibit a high level of innovation and are directly connected to fundamental societal needs, making market orientation highly relevant for their operations (Dossou et al., 2022). Furthermore, the food sector features a broad and diverse market, which allows for a more varied and representative study of the barriers and determinants of market orientation. Given the substantial economic contribution and market challenges faced by food SME, the predominance of this sector among respondents provides a deeper and more contextual insight into the research findings.

CONCLUSION

The conclusions of this study indicate that market orientation is a key factor contributing to the enhancement of Micro, Small, and Medium Enterprises (SME) performance. The study identifies that although SME face various barriers such as resource limitations and managerial capacity, determinants such as visionary leadership, adaptive organizational culture, and external collaboration can help address these challenges.

The findings affirm that SME integrating market orientation into their business strategies not only improve financial performance but also strengthen customer satisfaction and loyalty, thereby providing a sustainable competitive advantage. Future research should focus on a more in-depth analysis of the role of technology and innovation in supporting SME market orientation. Broader studies could explore the impact of government policies and institutional support on market orientation development among SME.

Additionally, methodological approaches including longitudinal studies could provide a better understanding of market orientation dynamics in response to changing economic conditions and consumer behavior. Thus, future research is expected to make a more significant contribution to developing effective business strategies for SME.

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