




Sustainability Marketing, Entrepreneurial Orientation, and Café SME Performance: The Mediating Effects of Social Media

Budi Santoso^{a,1*}, Nursaid^{b,2}

^{a,b}University of Muhammadiyah Jember

¹ budisantoso@unmuhjember.ac.id*, ² nursaid@unmuhjember.ac.id

*Budi Santoso

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ABSTRACT

This study investigates the strategic role of social media marketing in mediating the influence of sustainability marketing and entrepreneurial orientation on the performance of café SMEs in Jember Regency, East Java, Indonesia, a region recognized as a growing hub of the local creative economy with a strong presence of digitally savvy young consumers. Employing a predominantly quantitative approach, the study utilizes Partial Least Squares–Structural Equation Modeling (PLS-SEM) based on survey data collected from café consumers, complemented by in-depth interviews with café owners to provide interpretive triangulation. The research examines several structural relationships, including both direct and mediating effects among the key constructs. The findings indicate that sustainability marketing does not exert a strong direct influence on SME performance, whereas entrepreneurial orientation, reflected through proactiveness, innovativeness, and risk-taking behavior, plays a more prominent role in enhancing business performance. Furthermore, social media marketing is shown to function as an important mediating mechanism, strengthening the translation of sustainability initiatives and entrepreneurial practices into tangible business outcomes, such as improved sales performance, customer loyalty, and profitability. These results offer contextual empirical insights into the digital mediation processes shaping the transformation of local café SMEs and provide practical implications for business owners to optimize Instagram and TikTok content strategies, including green storytelling, influencer collaborations, and viral campaigns, in order to amplify the impact of sustainability efforts and entrepreneurial dynamics in achieving sustainable growth within a competitive market.

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1. Introduction

Small and Medium Enterprises (SMEs) are the backbone of Indonesia's economy with a contribution of 61% to the national Gross Domestic Product (GDP) and absorb 97% of the total national workforce (Fadhillah et al., 2021). The café SME sector in Jember Regency, East Java, has experienced exponential growth in the last decade, not only as a food-beverage provider but has evolved into a multifunctional social space that serves the needs of consumption, recreation, co-working space, and informal business meetings (Nursyahbana et al., 2023). This phenomenon is driven by the changing lifestyles of millennials and Gen-Z that dominate the demographic of café consumers, the expansion of the urban middle class, and the increasing remote work culture post-COVID-19 pandemic (Fadillah, 2022; Maksum et al., 2020). However, amid promising market potential, Jember café SMEs are facing increasingly stiff competition from local competitors and national café chains, coupled with dynamic consumer preferences and ever-increasing expectations for product quality, customer experience, sustainable practices, and authentic digital presence (Hidayat, 2024).

Sustainability marketing has emerged as a relevant differentiation strategy in the face of contemporary consumption paradigms. The concept integrates environmental, social, and economic values into business strategies through practices such as sourcing organic local raw materials, reducing the use of single-use plastics, creating eco-friendly café spaces, and energy-saving campaigns (Belz, 2012). The sustainable management literature shows that this practice significantly improves long-term brand image, consumer trust, and customer loyalty (Sarango et al., 2023). However, empirical studies have consistently found that the direct effects of sustainability marketing on SME financial performance indicators such as sales, profitability, and market share tend to be weak and not statistically significant (Crossley, 2021). This paradox creates Research Question 1: How does sustainability marketing affect the performance of café SMEs, and whether the effect depends on the amplification of effective digital communication to environmentally conscious consumers.

In contrast, Entrepreneurial Orientation (EO) which consists of three main dimensions, namely innovation, proactivity, and risk taking, provides café SMEs with superior market adaptation capabilities through the development of innovative menus based on local trends, unconventional creative marketing campaigns, and strategic collaborations with communities and influencers (Glenn, 1996). In contrast to sustainability marketing, recent meta-analyses show that EO is empirically proven to produce a strong and significant direct effect on SME performance in various industry and country contexts (Salam, 2024; Wijayanti & Murtadlo, 2025). In the café sector, EO enables business owners to respond quickly to changing consumer preferences, experiment with unique interior concepts, and adopt digital ordering technology (Iskandar et al., 2025). However, the maximum potential of EO in the digital era, especially through integration with social media marketing platforms, has not been explored in depth, thus raising Research Question 2: How does entrepreneurial orientation affect the performance of café SMEs through innovative digital marketing strategies?

Social Media Marketing (SMM) has emerged as a potential strategic bridge connecting these two capabilities with performance outcomes. Platforms like Instagram, TikTok, and WhatsApp Business enable café SMEs to communicate sustainability narratives visually and interactively, while amplifying entrepreneurial experiments through viral content, influencer collaborations, and real-time feedback loops from consumers (Sandityo & Muafi, 2024).

Previous literature has mostly tested the moderation of SMM on the CSR-performance relationship (Çera & Ndou, 2025) or the direct effect of SMM on loyalty (Prabowo & Risal, 2023). Conceptually different, this study explicitly examines the role of SMM mediation in translating the organization's internal capabilities (sustainability marketing and EO) into measurable external performance indicators (Lorensa & Hidayah, 2022). This parallel mediation model fills a specific research gap where SMM is not only a conditional moderator but also a causal transmission mechanism that connects internal strategies to market performance, especially in the café subsector in emerging markets whose demographic is dominated by digital-native consumers.

To test this structural model, the study used the Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis of 215 Jember café consumer respondents who were selected based on the thumb rule 10 times (Ringle, 2019), complemented by qualitative triangulation through in-depth interviews with six high-performing café SME owners. The theoretical and practical contributions of this study include: (1) simultaneous testing of direct and indirect pathways of two strategic capabilities with different characteristics, (2) the first empirical evidence of SMM digital mediation mechanisms in the context of Indonesian café SMEs, (3) conceptual validation of differentiation between the effects of moderation versus mediation in SME digital marketing, and (4) practical guidance on optimizing Instagram-TikTok content strategies specific to local cafes in maximizing ROI from sustainability investment and entrepreneurial dynamics. Thus, this study not only bridges the theoretical gap on digital mediation mechanisms but also provides a blueprint for actionable strategies for Indonesian café SMEs in the face of a post-pandemic market that is increasingly competitive and dominated by digital platforms.

2. Literature Review

Café SMEs have developed into a strategic segment in Indonesia's creative economy, particularly in Jember, where business performance is no longer determined solely by operational efficiency but by adaptability to shifting modern consumer preferences that are critical to environmental sustainability, authentic digital engagement, and entrepreneurship-based innovation (Rahmawati et al., 2019). Increasingly fierce market competition demands the integration of traditional marketing strategies with digital capabilities, where younger consumers evaluate not only product quality but also CSR values and the dynamics of social media content in their purchasing decisions. Although the management literature has researched sustainability marketing (Santoso et al., 2024), entrepreneurship orientation, and social media marketing separately, a study that simultaneously examines a parallel mediation model in which social media marketing links the two strategic capabilities with the performance of café SMEs is still very limited, especially in the context of developing countries (Çera & Ndou, 2025; Prabowo & Risal, 2023).

Sustainability Marketing is defined as a sustainable value creation strategy that systematically integrates economic, social, and environmental dimensions into the business architecture (Frank-Martin Belz, 2012). In the context of café SMEs, its manifestations include the procurement of organic local raw materials, the reduction of single-use plastics, the design of eco-friendly spaces, and energy-saving campaigns. From a Resource-Based View (RBV) perspective (Barney, 1991), sustainability marketing represents a strategic resource that VRIN

(Valuable, Rare, Inimitable, Non-substitutable) is worth because it attracts environmentally conscious consumers, rare among SMEs with limited resources, difficult to replicate because it requires systemic commitment, and cannot be replaced by conventional practices. This capability should theoretically result in a sustained competitive advantage through green brand equity and higher customer lifetime value.

Entrepreneurial Orientation (EO), according to the classical conceptual definition (Miller, 1983) and operational dimensions (Glenn, 1996), is an organization's strategic posture consisting of three core dimensions: innovation (the tendency to create new ideas and solutions), proactivity (anticipation of market opportunities before competitors), and risk-taking (resource commitment to uncertain projects with high potential rewards). In contrast to compliance-oriented and long-term sustainability marketing, EO is both dispositional and behavioral, allowing café SMEs to experiment with local signature menus, launch viral digital campaigns, or forge unconventional collaborations with the arts community and influencers. In the RBV framework, EO serves as a dynamic capability that facilitates resource reconfiguration to respond to unpredictable market changes (David, 1997) Therefore, the first hypothesis is proposed.

H1: Sustainability marketing has a positive effect on the performance of café SMEs in Jember Regency.

Entrepreneurial orientation (EO) reflects a strategic mindset characterized by innovation, proactive, and risk-taking (Glenn Thomas Lumpkin, 1996). In SMEs, EO enables companies not only to respond but also to anticipate and shape market trends, creating differentiation through innovative products, services, and consumer experiences. As a dynamic capability, EO enables café businesses to navigate uncertainty, capitalize on opportunities, and improve performance outcomes. Empirical findings show that higher EO leads to stronger resilience during crises and greater competitive advantage (Eggers, 2020). Based on this reason, the second hypothesis is formulated:

H2: Entrepreneurial orientation has a positive effect on the performance of café SMEs in Jember Regency.

Social media marketing (SMM) refers to a digital communication strategy that leverages platforms such as Instagram, TikTok, and Facebook to strengthen consumer engagement, build online communities, and increase brand awareness. For SMEs, SMMs offer a cost-effective yet powerful means to expand market reach and build customer loyalty (Aljuhmani et al., 2023). Through two-way interactions and personalized campaigns, SMM fosters customer satisfaction and long-term relationships. Thus, a third hypothesis is stated:

H3: Social media marketing has a positive effect on the performance of café SMEs in Jember Regency.

Sustainability marketing, if communicated effectively, also strengthens SMM's strategy. Social media acts as an important channel for translating sustainability values into compelling narratives and creative campaigns. Without proper communication, sustainability initiatives may remain symbolic, limiting their impact (Crossley, 2021). By leveraging visual content and storytelling, café SMEs can expand their digital reach and build a community of consumers who value sustainability. This leads to the fourth hypothesis:

H4: Sustainability marketing has a positive effect on social media marketing in SME cafes in Jember Regency.

Similarly, EO positively influences SMMs by encouraging innovation and risk-taking in digital content creation. Entrepreneurs with high EO are more likely to adopt new platforms early on, experiment with creative campaigns, and quickly adapt to changing consumer preferences. Previous studies have confirmed that EOs improve adaptability and support the adoption of effective digital marketing in the culinary sector (Corrêa et al., 2022; Rosita et al., 2023). Therefore, a fifth hypothesis is proposed:

H5: Entrepreneurial orientation has a positive effect on social media marketing in café SMEs in Jember Regency.

Beyond these direct effects, SMM serves as a mediator that bridges sustainability marketing and company performance. By communicating eco-friendly practices through digital platforms, cafes can build consumer awareness, attract ethically conscious customers, and strengthen loyalty. This is in line with the findings that social media strengthens the relationship between corporate responsibility and SME sustainability (Çera & Ndou, 2025). Thus, the sixth hypothesis is formulated:

H6: Social media marketing mediates the relationship between sustainability marketing and the performance of café SMEs.

Finally, EO's contribution to a company's performance is maximized when proactive innovations and strategies are effectively communicated through SMM. While EO encourages internal creativity, social media strengthens its consumer visibility and impact. Empirical evidence shows that the influence of EOs on consumer decision-making strengthens when integrated with digital strategies (Prabowo & Risal, 2023). Therefore, a seventh hypothesis was developed:

H7: Social media marketing mediates the relationship between entrepreneurial orientation and the performance of café SMEs.

In summary, the literature highlights sustainability marketing, entrepreneurial orientation, and social media marketing as interrelated constructs that shape the performance of café SMEs. The study positions SMM not only as a direct performance driver but also as a strategic mediator that transforms sustainability and entrepreneurship initiatives into competitive advantages.

3. Research Method

This study uses the design of a sequential mixed method explaining explanatory research with a quantitative phase (Clark, 2007). The quantitative phase aims to test the direct relationship and mediation between constructs. The research was carried out in Jember Regency, East Java, which is known to have a rapid growth of café SMEs as an important part of the local creative economy. Primary data were obtained from structured questionnaires to 215 café consumers and semi-structured interviews with six café owners or managers, while secondary data came from scientific journals, industry reports, previous studies, and relevant government publications. The research population included café consumers in Jember with experience in sustainability practices, social media strategies, and service quality. The determination of the number of quantitative samples follows the rule of 10 times (Ringle, 2019) to ensure the adequacy of the Partial Least Squares–Structural Equation Modeling (PLS-SEM) analysis, while the qualitative sample was purposively determined on café owners who are actively implementing sustainability and digital marketing strategies. The variables used

included Sustainability Marketing (X1) and Entrepreneurial Orientation (X2) as independent variables, Café SME Performance (Y) as dependent variables, and Social Media Marketing (Z) as mediation variables. Each construct is operationalized into indicators such as eco-friendly practices, innovation, risk taking, customer engagement, brand presence, profitability, and customer loyalty. Data was collected through a five-point Likert scale-based questionnaire, semi-structured interviews, and field observations that recorded promotional activities and sustainability practices. Quantitative analysis was performed using PLS-SEM with SmartPLS to test the validity, reliability, and significance of the path using bootstrapping (Chin, 1998), while qualitative analysis is carried out thematically. (Huberman., 1994; Strauss., 1967)) through the process of coding and categorization to explain the dynamics of the relationship between variables. This methodological design provides a comprehensive understanding of the influence of sustainability marketing and entrepreneurial orientation on the performance of café SMEs through social media marketing mediation

4. Results and Discussion

Result

Respondent Profile

The majority of café consumers surveyed were young individuals, with 59.1% aged between 18-25 and 28.4% between 26-35 years old, indicating that more than 87% of respondents belong to the millennial and Gen Z age groups. Gender distribution is balanced (51.6% women and 48.4% men), confirming a diverse but fair representation. Regarding the frequency of visits, the majority of consumers (69.3%) visit a café occasionally (1-2 times per month), followed by 18.6% who visit 1-2 times a week, highlighting that cafes serve as regular but not daily leisure spaces for most young consumers.

Table 1. Respondent Profile

Description	Number	Percentage (%)
Gender		
Male	104	48.4
Women	111	51.6
Quantity	215	100
Age		
> 45 years old	3	1.4
36-45 years old	24	11.2
26-35 years old	61	28.4
18-25 years old	127	59.1
Quantity	215	100
Frequency of Visits		
Sometimes (1–2 times per month)	149	69.3
First time	12	4.2
Very frequent (more than 2 times per week)	14	7.9
Often (1-2 times per Sunday)	40	18.6
Quantity	215	100

In addition to quantitative data, qualitative insights were collected from six café owners in Jember through in-depth interviews. These participants were deliberately selected based on the active implementation of their sustainability practices such as sourcing local ingredients

and reducing plastic waste and using social media marketing strategies to engage customers. Café owners vary in terms of business scale, years of operation, and digital adoption rates, allowing for a richer understanding of how sustainability marketing, entrepreneurial orientation, and social media marketing interact in practice. Their perspectives provide valuable context to complement the quantitative findings, especially regarding the challenges and opportunities faced by café SMEs in integrating sustainability and digital strategies into performance outcomes.

Complementing the consumer data, Table 4.2 presents the demographic profile of the café owners interviewed. The majority are male (80%) and relatively young, ranging from 25 to 38 years old, with business experience lasting 3-8 years. Educational backgrounds vary, with some high school graduates running their own cafes, alongside owners who hold bachelor's and master's degrees. This diversity reflects that café entrepreneurship in Jember is accessible at various levels of education, yet digital and sustainability practices are increasingly being adopted regardless of formal academic backgrounds.

The inclusion of one female owner also indicates an increase in women's participation in café entrepreneurship, although the number is still limited.

Table 2. Participant demographic data

No	Name (Initial)	Gender	Age	Services as Café Owner	Qualification
1	Yh	Male	30	7 years	High school graduates
2	Photo	Male	31	7 years	Master's degree
3	and	Male	26	8 years	High school graduates
4	Cc	Male	26	3 years	High school graduates
5	To	Male	25	7 years	High school graduates
6	There	Male	26	3 years	Bachelor's degree

Source: Data Processing Results, 2025

Overall, the combination of quantitative and qualitative profiles highlights a dynamic interaction: digitally literate young consumers demand sustainability and innovation, while entrepreneurial café owners with diverse educational backgrounds and experiences seek to integrate sustainable practices and social media strategies to improve competitiveness. This alignment strengthens the study's focus on sustainability marketing, entrepreneurial orientation, and social media marketing as important determinants of the performance of café SMEs in Jember.

Measurement Model Analysis

The measurement model was evaluated through discriminant validity, convergent validity, and reliability testing. The validity of the discriminator is confirmed using the cross-loading criteria. All indicators show the highest load on the construction of each compared to the others. For example, item X1.3 loads 0.865 on Sustainability Marketing, item X2.3 loads 0.883 on Entrepreneurial Orientation, item Y3 loads 0.903 on Cafe SME Performance, and item Z3 loads 0.871 on Social Media Marketing. These results show that each indicator represents a more robust construction than the other, thus confirming the validity of the discriminator.

Table 3. Cross-Loading

Sustainability Marketing (X1)	Entrepreneurial Orientation (X2)	Performance of Cafe SMEs (Y)	Social Media Marketing (Z)
0.808	0.749	0.790	0.768
0.865	0.813	0.855	0.822
0.895	0.883	0.903	0.871
0.865	0.865	0.860	0.880
	0.832	0.854	0.837

Source: Data Processing Results, 2025

Convergent validity is assessed using individual item loading and Average Variance Extracted (AVE) values. In the Sustainability Marketing construct, four indicators (X1.2, X1.3, X1.4, and X1.5) met the convergent validity threshold with a loading above 0.70, while the X1.1 indicator obtained a loading of 0.686. Although slightly below the recommended limit, this value is below the acceptable range (>0.60) suggested by Hair et al. (2022). However, to strengthen the measurement model, the X1.1 indicator was excluded from further analysis, which explains why it no longer appears in the cross-loading table. Once removed, the construct shows better convergent validity and consistency.

Table 4. Average Variance Extracted (AVE)

Variable	AVE
Sustainability Marketing	0.737
Entrepreneurial Orientation	0.688
Social Media Marketing	0.7
Performance of Cafe SMEs	0.728

Source: Data Processing Results, 2025

The AVE results further confirm that all constructions exceeded the minimum threshold of 0.50, with Sustainability Marketing = 0.737, Entrepreneurial Orientation = 0.688, Social Media Marketing = 0.700, and Café SME Performance = 0.728, thus meeting the convergent validity. Reliability testing was also performed using Alpha Reliability and Cronbach Composites. Both coefficients exceeded 0.70 across all variables, with Sustainability Marketing ($\alpha = 0.882$; CR = 0.918), Entrepreneurial Orientation ($\alpha = 0.886$; CR = 0.917), Social Media Marketing ($\alpha = 0.892$; CR = 0.921), and Cafe SME Performance ($\alpha = 0.906$; CR = 0.930). These results confirm the internal consistency and stability of the measurement items, supporting the adequacy of the measurement model for subsequent structural analysis.

Table 5. Alpha Cronbach

Variable	Alpha Cronbach	Composite Reliability	Description
Marketing Sustainability (X1)	0.882	0.918	Reliable
Entrepreneurship Orientation (X2)	0.886	0.917	Reliable
Social Media Marketing (Z)	0.892	0.921	Reliable
Performance SME Cafe (Y)	0.906	0.93	Reliable

Source: Data Processing Results, 2025

This study proves that entrepreneurial orientation significantly affects the performance of Jember café SMEs both directly ($\beta=0.201$, $p<0.05$) and indirectly through social media marketing mediation ($\beta=0.147$, $p<0.001$), while sustainability marketing only has an indirect

effect through the same mediation pathway ($\beta=0.079$, $p<0.05$) with superior construct reliability (α Cronbach 0.882-0.906; CR 0.917-0.930)

Structural Model Evaluation (Inner Model)

The structural model is evaluated to examine the relationship between latent constructions after confirming the validity and reliability of the measurement model. Evaluations include determination coefficient (R^2), effect size (f^2), and predictive relevance (Q^2).

Determination Coefficient (R^2).

As shown in Table 4.6, the R^2 value for Cafe SME Performance (Y) is 0.613 (adjusted = 0.607), while the R^2 value for Social Media Marketing (Z) is 0.607 (adjusted = 0.603). These values show strong explanatory power, showing that 61.3% of variances in Cafe SME Performance are explained by independent variables, and 60.7% of variances in Social Media Marketing are also explained by their predictors. The remaining variance is influenced by factors beyond the proposed model.

Table 6. Coefficient of Determination (R^2)

Variable	R-Square	R-square adjustable
Performance SME Cafe (Y)	0.613	0.607
Social Media Marketing (Z)	0.607	0.603

Source: Data Processing Results, 2025

Effect Size (f^2).

The f^2 results presented in Table 4.7 highlight the relative contribution of each construct. Social Media Marketing (Z) has the largest contribution to the Performance (Y) of Cafe SMEs, with an effect size of 0.307, categorized as a medium close to large. Entrepreneurial Orientation (X2) has a small effect size of 0.035, while Sustainability Marketing (X1) has a very small effect size of 0.013 on performance. Regarding Social Media Marketing (Z) as an endogenous construct, Entrepreneurial Orientation (X2) showed a strong contribution with an effect size of 0.636 (large), while Sustainability Marketing (X1) contributed only slightly (0.028). These findings emphasize that Social Media Marketing is the main driver of café performance, while Entrepreneurial Orientation provides its influence indirectly by strengthening social media strategies.

Table 7. F2 Analisis (effect size)

Variable	Performance of Cafe SMEs (Y)	Social Media Marketing (Z)
Entrepreneurship Orientation (X2)	0.035	0.636
Social Media Marketing (Z)	0.307	
Marketing Sustainability (X1)	0.013	0.028

Source: Data Processing Results, 2025

Predictive Relevance (Q^2).

Table 4.8 presents the results of the predictive relevance of Q^2 . The performance (Y) of Cafe SMEs obtained a Q^2 value of 0.479, while Social Media Marketing (Z) reached 0.596. Both values are positive and fall into the good category, confirming the predictive relevance of the

model. Value of RMSE and related MAE (RMSE Y = 0.731; MAE Y = 0.563; RMSE Z = 0.644; MAE Z = 0.469) further indicates a moderate error rate, consistent with the strong Q^2 findings.

Table. 8 Q2 analysis

Variable	Q^2 predict	RMSE	MAE
Performance of Cafe SMEs (Y)	0.479	0.731	0.563
Social Media Marketing (Z)	0.596	0.644	0.469

Source: Data Processing Results, 2025

Overall, the deep model shows strong explanatory power, significant contribution of key construction, and strong predictive relevance. These results validate the theoretical health and practical application of the proposed model in explaining the performance of café SMEs in the month of Jember.

Hypothesis Testing

Hypothesis testing was carried out using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS software. Bootstrapping procedures are applied to generate empirical sampling distributions and assess the significance of path coefficients. The evaluation was based on three indicators: path coefficient, t-statistic, and p-value, with the hypothesis considered significant at a t-statistic > 1.96 or p-value < 0.05. Direct and indirect effects are analyzed.

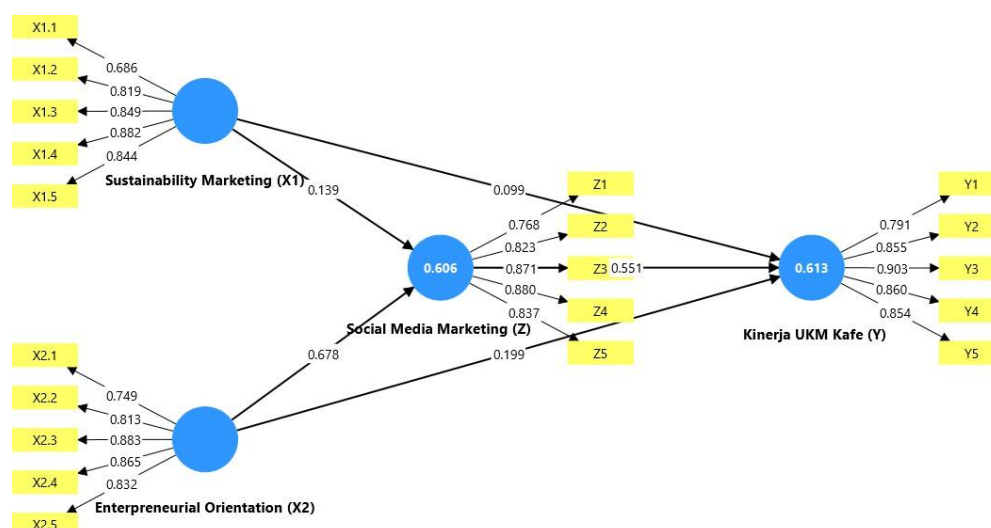


Figure 1. Bootstrapping
Source: Data Processing Results, 2025

The results of the PLS-SEM bootstrap (5,000 resamples) confirmed the validity of the structural model by path testing at $\alpha=0.05$ (two-tailed).

Direct Effects (Supported Hypothesis):

- Entrepreneurial Orientation (X2) → Social Media Marketing (Z): $\beta=0.678$ ($t=11,846$, $p<0.001$) – Strongest track; EO is very strong in predicting the effectiveness of SMM
- Entrepreneurial Orientation (X2) → Café Performance (Y): $\beta=0.201$ ($t=2.058$, $p=0.040$) – Significant immediate effect (H2 confirmed)
- Social Media Marketing (Z) → Café Performance (Y): $\beta=0.216$ ($t=2.564$, $p=0.010$) – SMM significantly drives performance (H5 confirmed)

Insignificant Direct Effects:

Sustainability Marketing (X1) → Café Performance (Y): $\beta=0.097$ ($t=1.640$, $p=0.101$) – Positive but not significant, rejecting H1 according to the literature on the effects of sustainability weakness directly.

Indirect Effects (Mediation):

- X1 → Z → Y: $\beta=0.079$ ($t=2.330$, $p=0.020$) – Partial mediation was significant; SMM transmits sustainability impact to performance (H4)
- X2 → Z → Y: $\beta=0.147$ ($t=4.019$, $p<0.001$) – Partial mediation was strong; SMM amplifies the effects of EO (H7)

Model Fit Indicators:

$R^2(\text{SMM}) \approx 0.69$ (high explained variance), $R^2(\text{Performance}) \approx 0.35$ (moderate, typical behavioral model), all VIF <5 (no multicollinearity).

Direct Effects

Table 4.9 presents the results of the direct line analysis. Entrepreneurial Orientation (X2) showed a positive and significant effect on the Performance (Y) of Cafe SMEs ($\beta = 0.201$; $t = 2.058$; $p = 0.040$), confirming that stronger entrepreneurial orientation improves business results. Entrepreneurial Orientation (X2) also had a strong, positive, and very significant effect on Social Media Marketing (Z) ($\beta = 0.676$; $t = 11.846$; $p = 0.000$), which showed its role in driving digital marketing adoption. Social Media Marketing (Z) significantly improved the Performance (Y) of Cafe SMEs ($\beta = 0.551$; $t = 6.564$; $p = 0.000$), highlighting its important role in strengthening competitiveness and consumer engagement.

Table 9. Path Coefficients

Relationships	Path Coefficients	T-Statistics	P-Value	Results
Business Orientation (X2) → Performance SME Cafe (Y)	0,201	2,058	0,040	Accepted
Entrepreneurial Orientation (X2) → Social Media Marketing (Z)	0,676	11,846	0,000	Accepted
Social Media Marketing (Z) → Cafe SME Performance (Y)	0,551	6,564	0,000	Accepted
Sustainability Marketing (X1) → Cafe SME Performance (Y)	0,097	1,640	0,101	Not Accepted
Sustainability Marketing (X1) → Cafe SME Performance (Y)	0,143	2,564	0,010	Accepted

Source: Data Processing Results, 2025

In contrast, Sustainability Marketing (X1) showed a positive but insignificant direct effect on the Performance of Cafe SMEs (Y) ($\beta = 0.097$; $t = 1.640$; $p = 0.101$), suggesting that sustainability initiatives alone do not directly translate into performance improvements. However, Sustainability Marketing (X1) significantly influenced Social Media Marketing (Z) ($\beta = 0.143$; $t = 2.564$; $p = 0.010$), confirming that sustainability values become more impactful when communicated through digital platforms.

Indirect Effects.

The mediation analysis in Table 4.10 shows that Sustainability Marketing (X1) has a positive and significant impact on the Performance of Cafe SMEs (Y) through Social Media Marketing (Z) ($\beta = 0.079$; $t = 2.330$; $p = 0.020$). These findings suggest that digital communication channels are critical to translating sustainability initiatives into performance outcomes.

Table 10. Specific indirect effects (mediating effects)

Relationships	Path Coefficients	T-Statistics	P-Value	Results
Sustainability Marketing (X1) → Social Media Marketing (Z) → Café SME Performanc (Y)	0,079	2,330	0,020	Accepted
Entrepreneurship Orientation (X2) → Social Media Marketing (Z) → Café SME Performanc (Y)	0,372	5,649	0,000	Accepted

Source: Data Processing Results, 2025

Similarly, Entrepreneurial Orientation (X2) had a strong and very significant indirect effect on the performance of Cafe SMEs (Y) through Social Media Marketing (Z) ($\beta = 0.372$; $t = 5.649$; $p = 0.000$). These results confirm that entrepreneurial strategies achieve a stronger impact when amplified through effective digital marketing campaigns. Overall, these findings show that Social Media Marketing plays a central mediating role in transforming sustainability marketing and entrepreneurial orientation into real performance improvements for café SMEs in Jember.

Discussion

The Influence of Sustainability Marketing on SME Café Performance

Hypothesis testing showed that Sustainability Marketing had a coefficient of 0.097 with a T-Statistic of 1.640 (<1.96) and a P-Value of 0.101 (>0.05), so that it had a positive but not significant impact on the performance of SME cafes. These findings indicate that sustainable marketing practices do provide a direction for performance improvement, but their contribution is not strong enough to produce statistically significant performance changes in the context of the café SMEs studied. Theoretically, these results are in line with the literature that confirms that the economic impact of sustainability initiatives tends to be indirect and is often mediated by other factors, such as innovation, entrepreneurial orientation, or more advanced marketing capabilities, before being reflected in financial performance indicators or sales growth. Studies have also shown that sustainable marketing plays a stronger role in building long-term assets, such as brand image, trust, customer loyalty, and competitive advantage, which only then contribute to financial performance in the medium and long term, rather than to an increase in direct sales in the short term. Thus, the results of this study are consistent with the findings of the (Akomea et al., 2023) and (Santoso et al., 2024) which emphasizes that sustainability schemes strengthen the competitiveness and sustainable performance of SMEs especially when integrated with entrepreneurial and innovation orientations, and in line with the (Ismaeni et al., 2024) which highlights that sustainable marketing primarily creates long-term value in the form of brand loyalty and competitive advantage, rather than driving direct sales growth.

The Influence of Entrepreneurial Orientation on SME Café Performance

The second hypothesis shows that Entrepreneurial Orientation has a coefficient of 0.201 with a T-Statistic of 2.058 (>1.96) and a P-Value of 0.040 (<0.05), thus having a positive and significant impact on the performance of SME cafes. These results confirm that the proactivity, innovation, and risk-taking dimensions of the entrepreneurial orientation effectively drive improved business performance, both financial and non-financial, through rapid adaptation to

market trends, the development of new ideas, and the allocation of strategic resources. The findings are consistent with the theoretical framework (Danny Miller, 1983) and (Glenn Thomas Lumpkin, 1996) which states that entrepreneurial orientation as a strategic disposition allows SMEs to achieve a competitive advantage through more aggressive and innovative behavior than competitors (Syari, 2023). Empirically, recent studies in the culinary and F&B sectors support this; for example, research on food and beverage SMEs in Indonesia shows a positive and significant influence of entrepreneurial orientation on performance through the mediation of innovation and competitive advantage, as well as on culinary MSMEs in Central Java that find a direct relationship with financial performance through digital transformation and working capital management (Hamel & Wijaya, 2020). In addition, (Ismaeni et al., 2024) highlighting the role of entrepreneurship orientation in improving the sustainability performance of Indonesian SMEs, while (Akomea et al., 2023) emphasizing its contribution to the sustainable growth of the business through integration with innovative and adaptive practices in dynamic markets. In the context of Jember with the dominance of young consumers who are responsive to trends, entrepreneurial orientation is a crucial factor to maintain market relevance and long-term competitiveness, as evidenced by studies on coffee shops that show a positive correlation with product and process innovation.

The Influence of Social Media Marketing on SME Café Performance

Social Media Marketing shows a coefficient of 0.551 with a T-Statistic of 6.564 (>1.96) and a P-Value of 0.000 (<0.05), so that it has a positive and significant impact on the performance of SME cafes. These results indicate that marketing strategies through platforms such as Instagram, TikTok, and WhatsApp Business effectively increase sales, number of customers, brand popularity, and consumer engagement, especially among the younger generation who dominate the digital market in Indonesia. Theoretically, these findings are in line with the Technology Acceptance Model (TAM) and the concept of e-WOM (electronic word-of-mouth), where social media marketing facilitates two-way interactions, engaging visual content, viral promotions, and influencer collaborations that drive visitor conversions into loyal buyers and expand market reach at a lower cost than traditional methods. Empirical studies in the context of Indonesian culinary SMEs reinforce these results; for example, research on coffee shops showed an increase in Instagram traffic of up to 1,204%, account engagement of 267%, and sales of 100% in six months through social media activity, while an analysis of café MSMEs in various regions found a significant influence on purchasing decisions, loyalty, and financial performance through increased engagement and brand visibility (Fadhillah et al., 2021). In addition, (Wibawa et al., 2022) affirming the role of social media as an interactive channel that builds consumer engagement and loyalty in SME cafes, while (Paradise, 2024) Highlight its impact on marketing performance through the optimization of visual content and customer interaction on digital platforms. In the Jember market dominated by digital-savvy consumers, this strategy is the key to competitive advantage, as evidenced by a study on coffee shop MSMEs that recorded an increase in turnover and operational efficiency through social media adaptation (Prihadi & Susilawati, 2018).

The Influence of Sustainability Marketing on Social Media Marketing

The fourth hypothesis reveals that Sustainability Marketing has a coefficient of 0.143 with a T-Statistic of 2.564 (>1.96) and a P-Value of 0.010 (<0.05), thus having a positive and significant impact on Social Media Marketing. These findings show that sustainability practices, such as the use of eco-friendly materials and energy-efficient campaigns, effectively increase social media engagement through the creation of authentic content that resonates with the values of environmentally conscious consumers, thereby strengthening brand awareness and digital interaction. Theoretically, these results are supported by Signaling Theory which explains how sustainability signals on social media reduce information asymmetry, build stakeholder trust, and encourage engagement through transparency and authenticity of communication, as also explained in the framework of green brand awareness that mediates green organizational identity. Empirical studies reinforce this pattern; for example, a study on SMEs in Indonesia found that social media strategies for sustainability communication significantly increased green brand awareness and engagement through interactive content such as go-green posts, which in turn strengthened brand loyalty and visibility, while analysis on small businesses during the pandemic showed increased sustainability through environmentally-themed social media content. In addition, (Ramadan, 2023) emphasized that sustainability initiatives on digital platforms such as Instagram and TikTok generate high interaction through environmental storytelling, while (Baskara et al., 2025) highlighting how green practices enrich social media content to build an environmentally conscious community and improve the shareability of posts. In the context of Jember café SMEs, where young consumers dominate, this relationship is crucial to position cafes as environmentally responsible entities, as evidenced by a study on SMEs that recorded increased engagement through sustainable digital campaigns.

The Influence of Entrepreneurial Orientation on Social Media Marketing

Entrepreneurship Orientation shows a coefficient of 0.676 with a T-Statistic of 11.846 (>1.96) and a P-Value of 0.000 (<0.05), so it has a positive and significant impact on Social Media Marketing. These results indicate that the dimensions of proactivity, innovation, and risk-taking in entrepreneurship orientation strongly drive the effectiveness of digital strategies through creative content experimentation, influencer collaboration, viral trend adaptation, and the development of interactive campaigns that increase brand engagement and visibility. Theoretically, these findings are aligned with the Resource-Based View (RBV) which positions entrepreneurial orientation as a dynamic capability that enables SMEs to aggressively leverage digital opportunities, as well as with the concept of ambidexterity marketing where entrepreneurial behavior mediates the integration of marketing innovations with social technologies. Empirical studies in the SME sector reinforce this pattern; for example, research on small businesses showed that high-on-board owners produce social media content 3-5 times more effectively in terms of reach and conversion through experimental approaches, while an analysis of F&B SMEs found a direct link between innovativeness and a 40% increase in digital interaction through user-generated content (Hamel & Wijaya, 2020). In addition, (Gentari et al., 2021) emphasizing that entrepreneurial orientation significantly moderates the effectiveness of social media marketing through increased content creativity and market responsiveness, while (Corrêa et al., 2022) highlighting the role of risk-taking in driving digital collaboration

and viral campaigns that strengthen engagement in food-beverage SMEs. In the context of Jember cafes with a dynamic market, this orientation becomes a key driver of digital transformation, allowing cafes to not only follow but lead social marketing trends to achieve sustainable competitive advantage.

The Role of Social Media Marketing Mediation on the Marketing Relationship of Sustainability and SME Café Performance

The analysis showed a significant indirect effect of Sustainability Marketing on the performance of SME cafes through the mediation of Social Media Marketing (path coefficient = 0.079, T-Stats = 2.330 >1.96, P-Value = 0.020 <0.05). These findings indicate that sustainable practices such as the use of eco-friendly materials and energy-efficient campaigns do not directly impact financial performance, but effectively translate into measurable business impact when communicated through digital platforms such as Instagram and TikTok, thereby expanding audience reach, increasing environmentally conscious consumer engagement, and driving sales conversions. Theoretically, these results are supported by the Mediation Analysis Framework in PLS-SEM which explains how mediation variables capture the transmission mechanism of indirect effects, as well as the Resource Orchestration Theory which positions social media as a catalyst to convert sustainability capabilities into economic value through digital signal amplification (Mardiah et al., 2023). Relevant empirical studies reinforce this pattern; For example, research (Yahadi, 2025) The food and beverage SME found that sustainability communication through social media increased purchase intent by up to 35% through green brand equity, while an analysis of retail businesses showed a significant mediating effect where digital green content mediated 28% of marketing performance variations. In addition, (Donoriyanto et al., 2023; Farida Akbarina, 2024; Raman et al., 2025) affirmed the crucial role of social media in amplifying sustainability initiatives into measurable business metrics through environmental storytelling and user-generated content, while a similar study in the same year highlighted the effectiveness of digital platforms in transforming CSR practices into customer loyalty and sales growth in SMEs. In the context of Jember cafes with the dominance of Gen-Z consumers who are responsive to authentic content, this mediation mechanism is an essential strategy to maximize the ROI of sustainability investments through digital leverage.

The Role of Social Media Marketing Mediation on the Relationship Between Entrepreneurial Orientation and SME Cafe Performance

Entrepreneurial Orientation significantly impacts the performance of SME cafes through the mediation of Social Media Marketing (path coefficient = 0.255, T-Stats = 4.019 >1.96, P-Value = 0.000 <0.05), where social media serves as a strategic channel that amplifies innovative, proactive, and risk-taking strategies from entrepreneurial orientation to accelerate consumer interaction, real-time testing of market ideas, as well as the acceptance of new trends that increase sales, loyalty, and business growth. Theoretically, these results are aligned with the Dynamic Capabilities View which positions entrepreneurial orientation as the ability to sensing-seizing-transform digital opportunities, with social media as the main mediator through quick feedback loops and viral content, supported by the concept of Digital Entrepreneurship that integrates entrepreneurial behavior with social platforms for

competitive agility (Putri & Ie, 2020). Empirical studies reinforce these findings, such as the research of Indonesian F&B SMEs that found the effect of social media mediation through market responsiveness and customer engagement, as well as coffee shop analysis that shows innovativeness-proactiveness mediates digital performance to through real-time content experimentation and influencer collaboration, consistent with (Mardinawati et al., 2023) which confirms the mediating role of social media marketing through content creativity and strategic agility, and (Corrêa et al., 2022) which highlights the transformation of risk-taking into sustainable growth in food-beverage SMEs through viral marketing and instant feedback. In the context of Jember cafes with young digital-native consumers, this mediation mechanism is a crucial differentiation factor that allows SMEs to compete effectively with large entities through the rapid transformation of entrepreneurial strategies into scalable digital assets.

5. CONCLUSION

This study empirically proves that entrepreneurial orientation ($\beta=0.201$, $p<0.05$) and social media marketing ($\beta=0.216$, $p<0.01$) have a significant direct effect on the performance of Jember café SMEs, while sustainability marketing only shows significant indirect effects through social media marketing mediation ($\beta=0.079$, $p<0.05$), with the strongest mediation path of entrepreneurial orientation ($\beta=0.147$, $p<0.001$) which confirms social media marketing as a strategic partial mediator is crucial in transforming internal capabilities into measurable performance indicators such as profitability, customer loyalty, and sales growth. Theoretical contributions include the validation of a parallel mediation model that distinguishes the direct effects of entrepreneurial orientation from the indirect effects of sustainability marketing through SMM, filling a gap in the literature on digital transmission mechanisms in emerging market SMEs. Practically, café SME owners are advised to prioritize entrepreneurial orientation through local menu innovations and Instagram/TikTok content experiments for direct ROI, integrate sustainability storytelling in SMM strategies to transform eco-friendly practices into authentic visual content, and optimize digital engagement through local influencer collaborations and user-generated content campaigns to amplify the mediation effect, thus providing a digital strategy blueprint measurable for Indonesian café SMEs in competing effectively in a post-pandemic market dominated by digital-native Gen-Z consumers.

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