

## THE ROLE OF DIGITAL MARKETING, ENTREPRENEURIAL COMPETENCE AND MARKET ORIENTATION IN ENHANCING MARKETING PERFORMANCE DEVELOPMENT AMONG MSMEs IN MEDAN CITY (A CASE STUDY OF MSMEs ASSISTED BY THE MEDAN CITY COOPERATIVE)

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### Abstract

Increasing business competition and the suboptimal use of digital marketing require culinary MSMEs in Medan City to improve their marketing performance. This study aims to analyze the effect of Digital Marketing, Entrepreneurial Competence, and Market Orientation on Marketing Performance. The theoretical framework is based on the Resource-Based View (RBV), supported by previous studies that indicate inconsistent empirical findings regarding the three variables. The study employed a quantitative approach with a causal associative method. The sample consisted of 100 culinary MSME owners in Medan City, determined using the Slovin formula. Data were collected through questionnaires distributed both directly and via Google Forms, supported by limited interviews and documentation. Data analysis was conducted using SPSS through instrument testing, classical assumption tests, multiple linear regression, t-tests, F-tests, and the coefficient of determination. The results show that Digital Marketing and Entrepreneurial Competence do not have a significant partial effect on Marketing Performance, while Market Orientation has a positive and significant effect. Simultaneously, the three variables have a significant effect, with an R Square value of 0.205. The study concludes that Market Orientation is the most consistent factor in explaining the Marketing Performance of MSMEs in Medan City.

**Keywords:** Digital Marketing, Entrepreneurial Competence, Market Orientation, Marketing Performance, MSMEs

### INTRODUCTION

Competition is an unavoidable reality in the business world, particularly for Micro, Small, and Medium Enterprises (MSMEs). MSMEs are productive business activities conducted by individuals or business entities that meet specific criteria as stipulated by law. They play a strategic role in the economy, serving as the dominant sector for labor absorption and shaping the business landscape in Indonesia. Generally, MSMEs are defined as independent productive business units—neither subsidiaries nor branches of large corporations—managed by individuals or community groups on a small-to-medium scale (Ministry of Cooperatives and SMEs, 2023). The increasingly dynamic business environment requires business operators to possess the ability to adapt, innovate, and formulate appropriate strategies to ensure business continuity. Key characteristics of MSMEs include limited capital, management that tends to be simple and lacks professional sophistication, marketing reach confined to specific regions, and a heavy reliance on local markets and personal customer relationships. Furthermore, MSMEs often serve as sources of innovation and creativity that strengthen national economic competitiveness in the global market.

The number of MSMEs in Indonesia showed an upward trend between 2021 and 2025. In 2021, the number of MSMEs stood at 50.50 million units. By 2022, this figure had risen to 53.67 million units. This trend reflects increasing public engagement in business activities and the growing role of MSMEs in the economy. In 2023, the number of MSMEs increased to 56.44 million units. This growth demonstrates the continued expansion of the MSME sector and its significant potential to support the national economy. However, the rising number of MSMEs has also resulted in fiercer competition among business operators. In 2024, the number of MSMEs saw a slight decline to

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Lola Dwi Antika et al

56.14 million units. This drop indicates that the development of the MSME sector is not yet fully stable, as business owners continue to face various challenges in maintaining their business continuity and performance. In 2025, the number of MSMEs rose again to 65.5 million units. This increase highlights that MSMEs remain a popular business sector among the public. Nevertheless, a higher number of MSMEs does not automatically imply strong financial performance for all business operators; a larger number of MSMEs also means facing greater competition. Based on data regarding the number of MSMEs by business sector recorded by the Ministry of MSMEs up to 2025, the wholesale and retail trade and the repair and maintenance of motor vehicles and motorcycles sectors account for the largest number of MSMEs, totaling 14.44 million units. This is followed by the accommodation and food and beverage service sector with 6.41 million units, and the manufacturing industry with 4.17 million units. These data indicate that Indonesia's MSME landscape remains dominated by sectors directly linked to daily consumer needs and economic activities that are relatively easy to operate.

In the modern marketing era, consumer behavior has undergone significant changes as digital technology has transformed how consumers seek information, evaluate alternatives, make purchasing decisions, and share post-purchase experiences (Sharma et al., 2023). Effective digital marketing strategies significantly boost the success of MSMEs, leading to enhanced visibility and customer engagement (Felicia et al., 2024). Consumers are now more proactive in seeking information prior to purchase—comparing products, reading reviews, and engaging digitally with businesses—and various forms of user-generated content, such as online reviews and social media posts, have proven instrumental in shaping consumer engagement with brands and purchasing decisions (Qiu & Zhang, 2024; Schroder et al., 2025). Consequently, MSME operators must adapt to these changes to remain relevant amidst increasingly intense competition (Sharma et al., 2023; Kakkar et al., 2025). The total number of MSMEs in Medan City showed an upward trend between 2021 and 2025. In 2021, the number of supported MSMEs stood at 1,541 units; this figure rose to 1,787 units in 2022 and peaked at 1,963 units in 2023. Entering 2024, the number of supported MSMEs increased by 11% to 2,192 units, reaching 2,205 MSMEs in 2025. This growth reflects the commitment of the Medan City Office of Cooperatives, Small and Medium Enterprises, Industry, and Trade (Diskop UKM Perindag) to expanding the scope of support and fostering the digitalization and capacity building of MSMEs in the city.

Good marketing performance is demonstrated by positive sales growth over time, the expansion of marketing territories, and increased levels of customer satisfaction and loyalty (Sulaeman et al., 2023). Achieving optimal marketing performance depends on various influencing strategic factors. This study focuses on three key factors believed to play a significant role in enhancing the marketing performance of MSMEs in Medan City. The number of supported MSMEs in the culinary sector in Medan City showed growth during the 2020–2025 period. In 2020, the number of culinary MSMEs was recorded at 708 units. This figure rose to 872 units in 2021, representing a growth of 23.16 percent. In 2022, the number of culinary MSMEs increased again to 1,055 units, with a growth rate of 20.99 percent. Subsequently, in 2023, the number of culinary MSMEs reached 1,155 units, marking a growth of 9.48 percent. In 2024, the number of supported culinary MSMEs rose to 1,275 units, with a growth rate of 10.39 percent. Then, in 2025, the figure increased again to 1,284 units, although the growth rate was only 0.71 percent. Overall, the number of supported culinary MSMEs in Medan City increased by 576 units, rising from 708 units in 2020 to 1,284 units in 2025.

In the context of MSMEs in the digital era, marketing performance is no longer determined solely by product quality and conventional promotional strategies, but also by the ability of business owners to effectively leverage digital channels. Various studies indicate that implementing digital marketing—through social media, online marketplaces, and other digital platforms—can enhance business visibility, reach broader markets, and strengthen customer relationships, ultimately yielding a positive impact on MSME marketing performance. Digital marketing enables MSMEs to promote their products more cost-efficiently, target specific market segments, and monitor consumer responses in real time, allowing for rapid adjustments to marketing strategies. Data from the Indonesian Ministry of Micro, Small, and Medium Enterprises (MSMEs) for 2025 reveals that out of a total of 65.5 million MSMEs in Indonesia, 25 million (38.2%) have entered the e-commerce ecosystem (onboarding), while the remaining 40.2 million (61.8%) have yet to utilize digital platforms for sales activities. These figures demonstrate that, despite ongoing efforts to drive MSME digitalization, the majority of MSME operators in Indonesia still do not use e-commerce as a sales channel. This situation indicates that e-commerce adoption among Indonesian MSMEs remains low. This low adoption is attributed to several factors, such as limited digital literacy, restricted access to capital, and a lack of ongoing support.

This outlines the usage breakdown of major social media platforms (Instagram, TikTok, Facebook) among active culinary MSMEs in Medan City during the 2023–2025 period. Instagram dominates with a 55–59% share due

# THE ROLE OF DIGITAL MARKETING, ENTREPRENEURIAL COMPETENCE AND MARKET ORIENTATION IN ENHANCING MARKETING PERFORMANCE DEVELOPMENT AMONG MSMEs IN MEDAN CITY (A CASE STUDY OF MSMEs ASSISTED BY THE MEDAN CITY COOPERATIVE)

Lola Dwi Antika et al

to the visual appeal of food content, though it has experienced a gradual decline as users migrate to TikTok; the latter has seen the fastest growth—rising from 25% to 32% (+7% YoY)—driven by a superior algorithm for viral Gen Z street food videos and the increasing cost of Instagram promotions. Facebook's share dropped from 15% to 13%, as its usage remains largely confined to local community groups. These figures represent the distribution within the population of culinary MSMEs active on social media, noting that many business owners utilize multiple platforms simultaneously. By 2025, 32% of culinary MSMEs in Medan City remained inactive on social media—a significant decrease from 58% in 2023 and the projected 45% for 2024. This decline reflects digital adoption progress spurred by local government training programs and national trends, although low digital literacy, infrastructure and cost limitations, and a reliance on offline customers remain key obstacles. Digital marketing reflects the extent to which MSME players utilize digital platforms for promotion, maintain content consistency, allocate budgets, and manage marketing activities professionally.

The effectiveness of digital marketing utilization by MSMEs is heavily influenced by the entrepreneurial competence of their business owners. While digital platforms offer numerous opportunities, capitalizing on them requires the ability to interpret market trends, innovate, take calculated risks, and manage the business systematically. Prior research indicates that digital marketing and entrepreneurial competence jointly exert a positive and significant impact on MSME marketing performance; consequently, business owners with strong entrepreneurial competence are better equipped to leverage digital marketing strategically. Beyond entrepreneurial competence, market orientation is another crucial factor determining how MSME owners respond to shifting consumer needs and competitive dynamics. Market orientation reflects the extent to which a business focuses on understanding customer needs, monitoring competitors, and coordinating internally to deliver superior value to consumers. Empirical studies demonstrate that market orientation, entrepreneurial orientation, and entrepreneurial competence collectively have a positive effect on business performance, as their combination enables MSME owners to remain attuned to market opportunities while possessing the capability to execute appropriate strategies.

Conceptually, market orientation is a strategic approach in which business operators focus on deeply understanding customer needs and wants, monitoring competitor moves, and coordinating internal activities to create superior value for consumers. For MSMEs, market orientation is reflected in the practice of actively seeking customer input, adapting products or services based on that feedback, and periodically evaluating changing market trends and conditions. By maintaining a strong market orientation, MSME operators do not merely react to the market but are able to act proactively in anticipating shifts in consumer preferences and competitor strategies. Previous research by Shidiq Al-Atsari et al. (2025) indicates that digital marketing significantly influences the marketing performance of MSMEs in the snack food sector, while Purwanti et al. (2023) demonstrate that digital marketing capabilities have a positive impact on MSME performance in Pematangsiantar City. Regarding entrepreneurial competence, Rahmawati (2022) found it to have a significant influence on MSME marketing performance, a finding mirrored by Ahmad et al. (2021), who also demonstrated the positive impact of entrepreneurial competence on marketing performance. Finally, studies by Al Idrus et al. (2022) and Qory Wesondra (2025) show that market orientation significantly affects MSME marketing performance; similar results were obtained by Sulaeman (2023), who also identified a positive influence of market orientation on marketing performance.

Based on the background presented by the author, several issues can be identified, namely:

1. The marketing performance of MSMEs in Medan City is not yet fully stable, particularly regarding sales growth and business turnover.
2. The utilization of digital marketing by MSMEs remains suboptimal and inconsistent.
3. The use of paid digital advertising by MSMEs is still very low.
4. Entrepreneurial competence among MSME operators is uneven, especially regarding innovation and the identification of market trends.
5. Participation by MSME operators in training, seminars, or business mentoring remains low.
6. The market orientation of MSMEs is not yet sufficiently robust in terms of understanding customer needs, competitors, and market trends.
7. Some MSME operators do not routinely evaluate market conditions to refine their business strategies.

Referring to the background of the problem, research formulation, and objectives, the researcher can state the following hypotheses:

H1: Digital marketing has a positive and significant partial effect on the development of marketing performance among MSMEs in Medan City.

H2: Entrepreneurial competence has a positive and significant partial effect on the development of marketing performance among MSMEs in Medan City.

# THE ROLE OF DIGITAL MARKETING, ENTREPRENEURIAL COMPETENCE AND MARKET ORIENTATION IN ENHANCING MARKETING PERFORMANCE DEVELOPMENT AMONG MSMEs IN MEDAN CITY (A CASE STUDY OF MSMEs ASSISTED BY THE MEDAN CITY COOPERATIVE)

Lola Dwi Antika et al

H3: Market orientation has a positive and significant partial effect on the development of marketing performance among MSMEs in Medan City.

H4: Digital marketing, entrepreneurial competence, and market orientation have a positive and significant simultaneous effect on the development of marketing performance among MSMEs in Medan City.

## METHOD

This study employed an associative approach, which aims to identify the relationship or connection between one variable and another (Sugiyono, 2021). The method employed was quantitative. The data used in this study included both primary and secondary data. This study was conducted in Medan City, North Sumatra Province, focusing on Micro, Small, and Medium Enterprises (MSMEs) in the culinary sector. Culinary MSMEs in Medan City were selected because the city is a major metropolitan area and economic hub in North Sumatra Province, characterized by a substantial number of MSMEs and high levels of economic activity. In the context of this study, culinary MSME operators in Medan City served as respondents, as they were deemed capable of providing a clearer picture of the roles played by digital marketing, entrepreneurial competence, and market orientation in enhancing the marketing performance of MSMEs in the city. The research was carried out from February 2026 to July 2026. The population for this study consists of 1,284 MSMEs in the culinary sector supported by the City of Medan. The unit of analysis is the supported culinary MSME, while the respondents are business owners or managers who are knowledgeable about their business conditions and operational activities. Each business unit is represented by a single respondent. The sampling technique employed is purposive sampling, utilizing Slovin's formula.

$$n = \frac{1.284}{1 + 1.284(0,1)^2}$$

$$n = \frac{1.284}{1 + 12,84}$$

$$n = \frac{1.284}{13,84}$$

$$n = 92,77 \approx 93 \text{ responden}$$

Based on the Slovin formula calculation—using a population of 1,284 culinary MSMEs supported by the Medan City cooperative and a 10% margin of error—the minimum required sample size is 94 respondents. To account for questionnaires that might be incomplete, unreturned, or unusable, the researcher set the sample size at 100 culinary MSME operators in Medan City. The research sample consisted of male and female culinary MSME operators in Medan City.

## RESULTS AND DISCUSSION

### Results

#### Validity and Reliability Test Results

**Table 1.** Results of the Validity Test of Digital Marketing, Entrepreneurial Competence, Market Orientation, Marketing Performance

| Statement Item | r-count | r-table | Description |
|----------------|---------|---------|-------------|
| DM1            | 0,705   | 0,361   | Valid       |
| DM2            | 0,813   | 0,361   | Valid       |
| DM3            | 0,78    | 0,361   | Valid       |
| DM4            | 0,87    | 0,361   | Valid       |
| DM5            | 0,652   | 0,361   | Valid       |
| DM6            | 0,756   | 0,361   | Valid       |
| DM7            | 0,815   | 0,361   | Valid       |
| EC1            | 0,836   | 0,361   | Valid       |
| EC2            | 0,806   | 0,361   | Valid       |
| EC3            | 0,808   | 0,361   | Valid       |

**THE ROLE OF DIGITAL MARKETING, ENTREPRENEURIAL COMPETENCE AND MARKET ORIENTATION IN ENHANCING MARKETING PERFORMANCE DEVELOPMENT AMONG MSMES IN MEDAN CITY (A CASE STUDY OF MSMES ASSISTED BY THE MEDAN CITY COOPERATIVE)**

Lola Dwi Antika et al

| Statement Item | r-count | r-table | Description |
|----------------|---------|---------|-------------|
| EC4            | 0,692   | 0,361   | Valid       |
| EC5            | 0,742   | 0,361   | Valid       |
| EC6            | 0,723   | 0,361   | Valid       |
| EC7            | 0,848   | 0,361   | Valid       |
| EC8            | 0,761   | 0,361   | Valid       |
| EC9            | 0,859   | 0,361   | Valid       |
| EC10           | 0,802   | 0,361   | Valid       |
| MO1            | 0,864   | 0,361   | Valid       |
| MO2            | 0,85    | 0,361   | Valid       |
| MO3            | 0,68    | 0,361   | Valid       |
| MO4            | 0,893   | 0,361   | Valid       |
| MO5            | 0,911   | 0,361   | Valid       |
| MO6            | 0,818   | 0,361   | Valid       |
| MP1            | 0,753   | 0,361   | Valid       |
| MP2            | 0,872   | 0,361   | Valid       |
| MP3            | 0,851   | 0,361   | Valid       |
| MP4            | 0,834   | 0,361   | Valid       |
| MP5            | 0,859   | 0,361   | Valid       |
| MP6            | 0,870   | 0,361   | Valid       |
| MP7            | 0,758   | 0,361   | Valid       |
| MP8            | 0,837   | 0,361   | Valid       |

Source: SPSS version 25 (2026)

Referring to Table 1, it is known that the corrected item total correlation value is  $> 0.361$ , so all statement items are stated to be valid/legitimate.

**Table 2.** Results of the Reliability Test of Digital Marketing, Entrepreneurial Competence, Market Orientation, Marketing Performance

| Variable                   | Cronbach Alpha | Description |
|----------------------------|----------------|-------------|
| Digital Marketing          | 0,885          | Reliable    |
| Entrepreneurial Competence | 0,931          | Reliable    |
| Market Orientation         | 0,915          | Reliable    |
| Marketing Performance      | 0,934          | Reliable    |

Source: SPSS version 25 (2026)

Referring to Table 2, it is known that the Cronbach's alpha value for all variables is  $> 0.60$ , so all statement items are stated to be reliable.

## Normality Test Results

**Table 3.** Kolmogorov-Smirnov Test Results

|                                  |                | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N                                |                | 100                     |
| Normal Parameters <sup>a,b</sup> | Mean           | .0000000                |
|                                  | Std. Deviation | 0.98483193              |
| Most Extreme Differences         | Absolute       | .083                    |
|                                  | Positive       | .066                    |
|                                  | Negative       | -.083                   |
| Test Statistic                   |                | .083                    |
| Asymp. Sig. (2-tailed)           |                | .090 <sup>c,d</sup>     |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS version 25 (2026)

**THE ROLE OF DIGITAL MARKETING, ENTREPRENEURIAL COMPETENCE AND MARKET ORIENTATION IN ENHANCING MARKETING PERFORMANCE DEVELOPMENT AMONG MSMES IN MEDAN CITY (A CASE STUDY OF MSMES ASSISTED BY THE MEDAN CITY COOPERATIVE)**

Lola Dwi Antika et al

Referring to Table 3. above, it is known that the results of the Kolmogorov-Smirnov test have a significance value of  $0.090 > 0.05$  so it can be concluded that the data tested is normally distributed.

**Multicollinearity Test Results (Tolerance and VIF)**

**Table 4.** Multicollinearity Test Results

| Model                      | Coefficients <sup>a</sup>   |            |                           |  |        | Collinearity Statistics |               |
|----------------------------|-----------------------------|------------|---------------------------|--|--------|-------------------------|---------------|
|                            | Unstandardized Coefficients |            | Standardized Coefficients |  | t      | Sig.                    | Tolerance VIF |
|                            | B                           | Std. Error | Beta                      |  |        |                         |               |
| 1 (Constant)               | 27,749                      | 1,627      |                           |  | 17,058 | ,000                    |               |
| Digital Marketing          | ,013                        | ,041       | ,033                      |  | ,309   | ,758                    | ,725 1,380    |
| Entrepreneurial Competence | -,015                       | ,034       | -,048                     |  | -,450  | ,654                    | ,731 1,367    |
| Market Orientation         | ,298                        | ,067       | ,459                      |  | 4,423  | ,000                    | ,767 1,303    |

a. Dependent Variable: Marketing Performance

Source: SPSS version 25 (2026)

Referring to Table 4, it is known that the results of the multicollinearity test for the variables digital marketing, entrepreneurial competence and market orientation have a tolerance value  $> 0.10$  and  $VIF < 10$ , so this study is declared free from multicollinearity problems.

**Heteroscedasticity Test Results (Glejser)**

**Table 5.** Glejser Heteroscedasticity Test Results

| Table 1. Regression coefficients and statistics |                            |                             |            |                           |        |      |
|-------------------------------------------------|----------------------------|-----------------------------|------------|---------------------------|--------|------|
|                                                 |                            | Coefficients <sup>a</sup>   |            |                           |        |      |
| Model                                           |                            | Unstandardized Coefficients |            | Standardized Coefficients |        |      |
|                                                 |                            | B                           | Std. Error | Beta                      | t      | Sig. |
| 1                                               | (Constant)                 | 1,646                       | ,392       |                           | 4,198  | ,000 |
|                                                 | Digital Marketing          | -,002                       | ,010       | -,029                     | -,248  | ,805 |
|                                                 | Entrepreneurial Competence | -,002                       | ,008       | -,035                     | -,300  | ,765 |
|                                                 | Market Orientation         | -,030                       | ,016       | -,210                     | -1,855 | ,067 |

a. Dependent Variable: Abs\_res

Source: SPSS version 25 (2026)

Referring to Table 5. above, the results of the Glejser test above, the significance value of the three independent variables is digital marketing, entrepreneurial competence and market orientation  $> 0.05$ , so it can be concluded that there is no heteroscedasticity.

**Multiple Linear Regression Test Results**

**Table 6.** Multiple Linear Regression Test Results

| Model                      | Unstandardized Coefficients |            | Standardized Coefficients |  | t      | Sig. |
|----------------------------|-----------------------------|------------|---------------------------|--|--------|------|
|                            | B                           | Std. Error | Beta                      |  |        |      |
| 1 (Constant)               | 27,767                      | 1,632      |                           |  | 17,015 | ,000 |
| Digital Marketing          | ,013                        | ,041       | ,035                      |  | ,325   | ,746 |
| Entrepreneurial Competence | -,015                       | ,034       | -,046                     |  | -,437  | ,663 |
| Market Orientation         | ,296                        | ,068       | ,455                      |  | 4,381  | ,000 |

Source: SPSS version 25 (2026)

The multiple linear regression analysis results indicate a constant value of 27.767, with regression coefficients of 0.013 for digital marketing, -0.015 for entrepreneurial competence, and 0.296 for market orientation. The constant value of 27.767 represents the intercept for Marketing Performance in the model when the values of all independent variables are mathematically zero. The digital marketing coefficient of 0.013 indicates a positive direction; thus, assuming other variables remain constant, a one-unit increase in digital marketing is associated with a predicted increase in marketing performance of 0.013 units. However, this coefficient must be interpreted in

# THE ROLE OF DIGITAL MARKETING, ENTREPRENEURIAL COMPETENCE AND MARKET ORIENTATION IN ENHANCING MARKETING PERFORMANCE DEVELOPMENT AMONG MSMES IN MEDAN CITY (A CASE STUDY OF MSMES ASSISTED BY THE MEDAN CITY COOPERATIVE)

Lola Dwi Antika et al

conjunction with the results of its significance test. The entrepreneurial competence coefficient of -0.015 indicates a negative direction within the regression model. However, since the partial test results show that this coefficient is not significant, the negative value cannot be used as evidence that an increase in entrepreneurial competence causes a decline in marketing performance. Meanwhile, the market orientation coefficient of 0.296 indicates that—assuming digital marketing and entrepreneurial competence remain constant—a one-unit increase in market orientation is associated with a predicted increase in marketing performance of 0.296 units. The market orientation coefficient also proved to be statistically significant, making it the most prominent variable in the research model.

## Hypothesis Testing

### Partial Test Results (t-Test)

**Table 7.** Partial Test Results (t-Test)

| Model                      | Coefficients <sup>a</sup>   |            |                           |  |        |      |              |         |       |
|----------------------------|-----------------------------|------------|---------------------------|--|--------|------|--------------|---------|-------|
|                            | Unstandardized Coefficients |            | Standardized Coefficients |  | t      | Sig. | Correlations |         |       |
|                            | B                           | Std. Error | Beta                      |  |        |      | Zero-order   | Partial | Part  |
| 1 (Constant)               | 27,767                      | 1,632      |                           |  | 17,015 | ,000 |              |         |       |
| Digital Marketing          | ,013                        | ,041       | ,035                      |  | ,325   | ,746 | ,202         | ,033    | ,030  |
| Entrepreneurial Competence | -,015                       | ,034       | -,046                     |  | -,437  | ,663 | ,154         | -,045   | -,040 |
| Market Orientation         | ,296                        | ,068       | ,455                      |  | 4,381  | ,000 | ,450         | ,408    | ,399  |

a. Dependent Variable: Marketing Performance

Source: SPSS version 25 (2026)

Referring to Table 7, it is known that the independent variables influence each other on the dependent variable.

1. The Digital Marketing variable (X1) has a t-count value of 0.325 (less than the t-table value of 1.984) and a significance value (sig) of 0.746 (greater than 0.05); the regression coefficient is 0.013, indicating a positive direction of influence. Consequently, H1 is rejected and H0 is accepted, meaning that Digital Marketing (X1) does not have a significant influence on marketing performance.
2. The Entrepreneurial Competence variable (X2) has a t-count value of -0.437 (less than the t-table value of 1.984) and a significance value (Sig) of 0.663 (greater than 0.05); the regression coefficient is -0.15, indicating a negative direction of influence. Consequently, H2 is rejected and H0 is accepted, meaning that Entrepreneurial Competence (X2) does not have a significant influence on marketing performance.
3. The Market Orientation variable (X3) has a t-count value of 4.381 (greater than the t-table value of 1.984) and a significance value (Sig) of 0.000 (less than 0.05); the regression coefficient is 0.296, indicating a positive direction of influence. Consequently, H0 is rejected and H3 is accepted, meaning that Market Orientation (X3) has a significant influence on marketing performance.

To determine the magnitude of the influence contributed by each independent variable to the dependent variable, calculations were performed using the formula: Beta × Zero-order. Beta represents the standardized coefficient, while zero-order represents the correlation of each independent variable with the dependent variable. The following are the calculations to determine the influence or partial contribution value of each independent variable:

1. Digital Marketing (X1) =  $0.035 \times 0.202 = 0.0070$  or 0.70%
2. Entrepreneurial Competence (X2) =  $-0.046 \times 0.154 = -0.0078$  or -0.78%
3. Market Orientation (X3) =  $0.455 \times 0.450 = 0.20475$  or 20.47%

Based on the calculations above, it is evident that the independent variable making the largest contribution to the dependent variable is Market Orientation (X3), contributing 20.47% to marketing performance (Y). The independent variable making the smallest contribution to the dependent variable is Entrepreneurial Competence (X2), contributing -0.78% to marketing performance (Y). Based on these overall results, Market Orientation is the variable that makes the greatest contribution (20.47%), followed by Digital Marketing (0.70%) and Entrepreneurial Competence (-0.78%). The total contribution of all independent variables in explaining the dependent variable is 20.47% (rounded to 20.50%), aligning with the R-Square value of 20.50%.

# THE ROLE OF DIGITAL MARKETING, ENTREPRENEURIAL COMPETENCE AND MARKET ORIENTATION IN ENHANCING MARKETING PERFORMANCE DEVELOPMENT AMONG MSMES IN MEDAN CITY (A CASE STUDY OF MSMES ASSISTED BY THE MEDAN CITY COOPERATIVE)

Lola Dwi Antika et al

## Simultaneous Test Results (F-Test)

**Table 8.** Simultaneous Test Results (F-Test)

| ANOVA <sup>a</sup> |            |                |    |             |       |                   |
|--------------------|------------|----------------|----|-------------|-------|-------------------|
| Model              |            | Sum of Squares | df | Mean Square | F     | Sig.              |
| 1                  | Regression | 179,165        | 3  | 59,722      | 8,232 | ,000 <sup>b</sup> |
|                    | Residual   | 696,475        | 96 | 7,255       |       |                   |
|                    | Total      | 875,640        | 99 |             |       |                   |

a. Dependent Variable: Marketing Performance  
b. Predictors: (Constant), Market Orientation, Digital Marketing, Entrepreneurial Competence

Source: SPSS version 25 (2026)

Referring to Table 8, the ANOVA results show an F-calculated value of 8.232, which exceeds the F-table value of 2.70, with a significance value of 0.000 (less than 0.05). Since the significance value is below 0.05, the regression model is deemed significant overall. Thus, Digital Marketing (X1), Entrepreneurial Competence (X2), and Market Orientation (X3) collectively exert a significant influence on Marketing Performance (Y). These results indicate that when the three independent variables are considered simultaneously within a single model, they possess a significant capacity to explain the variation in Marketing Performance.

## Determination Test Results

**Table 9.** Determination Test Results

| Model Summary |                   |          |                   |                            |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | ,452 <sup>a</sup> | ,205     | ,180              | 2,694                      |

a. Predictors: (Constant), Market Orientation, Digital Marketing, Entrepreneurial Competence

Source: SPSS version 25 (2026)

Referring to Table 9, the Adjusted R-squared value of 0.180 indicates that, after accounting for the number of independent variables and the sample size, the model's ability to explain the variation in Marketing Performance is approximately 18.0%. This value provides a more conservative assessment of the model's explanatory power, as it has been adjusted for the complexity of the regression model.

## Discussion

### The Effect of Digital Marketing on the Marketing Performance

Based on the partial hypothesis testing results, the Digital Marketing variable (X1) yielded a regression coefficient of 0.013, a standardized beta of 0.035, a calculated t-value of 0.325, and a significance value of 0.746. Since the significance value of 0.746 exceeds 0.05, it can be concluded that Digital Marketing does not have a significant partial effect on the Marketing Performance of MSMEs supported by the Medan City Cooperative Agency in the culinary sector. Consequently, the first hypothesis—stating that digital marketing has a positive and significant effect on Marketing Performance—is not empirically supported. These findings differ from those of Hazzam et al. (2025) and Purwanti et al. (2023), who found that digital marketing positively influences MSME performance. However, the results align with studies cited in the research gap analysis—such as Putri and Wibowo (2024)—which found that Digital Marketing did not yet exert a significant influence on Marketing Performance. Such discrepancies may stem from factors including respondent characteristics, business sectors, the maturity level of technology adoption, patterns of digital platform usage, and other variables included in the research model. Thus, the implications of this study suggest that MSME support programs should not focus solely on encouraging businesses to "go digital." MSME operators need to enhance the quality of their digital media utilization, particularly regarding the digital advertising indicator, which recorded the lowest relative score. Training provided to MSMEs should cover consistent content creation, customer segmentation, the use of interactive features, budget-conscious advertising, the evaluation of insights and engagement, and the measurement of conversion rates from promotions to sales. In this way, technology adoption moves beyond merely facilitating transactions to becoming a genuine driver for improved Marketing Performance.

### **The Effect of Entrepreneurial Competence on the Marketing Performance**

Based on the partial test results, the Entrepreneurial Competence variable (X2) yielded a regression coefficient of -0.015, a standardized beta of -0.046, a calculated t-value of -0.437, and a significance value of 0.663. Since the significance value of 0.663 exceeds 0.05, Entrepreneurial Competence does not have a significant partial effect on Marketing Performance. Consequently, the second hypothesis—stating that Entrepreneurial Competence has a positive and significant effect on Marketing Performance—is not supported by the research findings. These results differ from those of Ahmad et al. (2021) and other studies that found Entrepreneurial Competence to influence MSME performance. However, the findings are consistent with Lutfi and Firmansyah (2021) and Jauhari et al. (2023), whose research indicated that Entrepreneurial Competence does not exert a positive and significant influence on Marketing Performance. Discrepancies in research findings may stem from differences in sample characteristics, business sectors, research locations, levels of competition, and the ability of business owners to link internal competencies with market information. The implication of these findings is that enhancing Entrepreneurial Competence cannot be achieved solely through training in management, administration, negotiation, and organization. Support for MSMEs should also focus on indicators that remain relatively low, specifically commitment competence and opportunity competence. MSME owners need training in identifying market opportunities based on data, understanding shifting consumer needs, setting realistic targets, evaluating performance when targets are not met, and building adaptability when facing business failures or pressures.

### **The Effect of Market Orientation on Marketing Performance**

Based on the partial hypothesis testing results, the Market Orientation variable (X3) yielded a regression coefficient of 0.296, a standardized beta of 0.455, a calculated t-value of 4.381, and a significance value of 0.000 ( $p < 0.001$ ). Since the significance value is less than 0.05, it can be concluded that Market Orientation has a positive and significant partial effect on Marketing Performance. Thus, the third hypothesis—stating that Market Orientation positively and significantly influences Marketing Performance—is accepted. These findings align with those of Al Idrus et al. (2022) and Sulaeman et al. (2023), as well as other studies addressing this research gap, which found a significant impact of Market Orientation on Marketing Performance. However, these results differ from those of William and Oktaviani (2023) and other studies that found no significant effect. Such discrepancies may stem from variations in sample characteristics, research locations, business types, levels of competition, or the configuration of variables employed. The research implications suggest that Market Orientation should be prioritized in the development of MSMEs within Medan City's culinary sector. MSME operators need to periodically gather customer feedback, document consumer complaints and preferences, monitor competitors' pricing and promotional strategies, evaluate products with low demand, and leverage technology to acquire market intelligence. In particular, the indicator regarding the utilization of consumer feedback—which recorded the lowest relative value—needs to be strengthened; this ensures that information obtained from customers is not merely heard but is systematically utilized to develop products and services.

### **The Simultaneous Effect of Digital Marketing, Entrepreneurial Competence, and Market Orientation on the Marketing Performance**

Based on the simultaneous testing results using the F-test, a calculated F-value of 8.232 was obtained with a significance level of 0.000 ( $p < 0.001$ ). Since the significance value is less than 0.05, it can be concluded that Digital Marketing, Entrepreneurial Competence, and Market Orientation collectively have a significant effect on the Marketing Performance of culinary MSMEs supported by the Medan City Cooperative Agency. Thus, the fourth hypothesis of this study is accepted. However, it must be emphasized that the significance of the F-test indicates the overall significance of the regression model; it does not imply that every independent variable is individually significant. Partial test results reveal that, among the three variables, only Market Orientation exerts a significant individual influence. The test for the coefficient of determination yielded an R-Square value of 0.205 and an Adjusted R-Square value of 0.180. The R-Square value of 0.205 indicates that Digital Marketing, Entrepreneurial Competence, and Market Orientation collectively explain 20.5% of the variation in Marketing Performance, while approximately 79.5% of the variation is attributable to factors not included in the research model and the model's error component. Consequently, while the three research variables play a role in explaining Marketing Performance, MSME Marketing Performance is a complex phenomenon influenced by various other factors—such as product quality, innovation, price, business location, capital, service quality, business networks, customer loyalty, competitive intensity, and distribution—among others.

# THE ROLE OF DIGITAL MARKETING, ENTREPRENEURIAL COMPETENCE AND MARKET ORIENTATION IN ENHANCING MARKETING PERFORMANCE DEVELOPMENT AMONG MSMEs IN MEDAN CITY (A CASE STUDY OF MSMEs ASSISTED BY THE MEDAN CITY COOPERATIVE)

Lola Dwi Antika et al

The practical implication of the research findings is that the development programs for culinary MSMEs supported by the Medan City Cooperative Agency should not be implemented in a piecemeal fashion. Digital marketing training should not focus solely on creating social media accounts or using online marketplaces, nor should entrepreneurship training be limited to administration, management, and negotiation. Development programs would be more effective if designed in an integrated manner. MSME operators could first be guided to map out consumers and competitors, then identify opportunities and develop products; subsequently, they could determine the appropriate digital channels to reach target consumers and, finally, evaluate the impact on sales, customer numbers, market reach, and profits. Overall, the research results indicate that enhancing the marketing performance of culinary MSMEs supported by the Medan City Cooperative Agency cannot be achieved merely by increasing the use of digital technology or improving the individual competencies of business owners. Market Orientation emerged as the most consistent variable in explaining marketing performance; therefore, digital marketing and entrepreneurial competency initiatives need to be guided by a solid understanding of consumers and competitive dynamics. Such a strategy is expected to ensure that MSME resources not only boost business activities but also drive sustainable increases in sales, customer growth, market expansion, and profitability.

## CONCLUSION

Based on the research results, it can be concluded that:

1. Digital Marketing does not have a significant partial effect on Marketing Performance. Test results show a regression coefficient of 0.013, a standardized beta of 0.035, a t-value of 0.325, and a significance value of 0.746 ( $> 0.05$ ). Thus, the first hypothesis stating that Digital...
2. Entrepreneurial Competence does not have a significant partial effect on Marketing Performance. This variable has a regression coefficient of -0.015, a standardized beta of -0.046, a t-value of -0.437, and a significance value of 0.663 ( $> 0.05$ ). Thus, the second hypothesis is not accepted.
3. Market Orientation has a positive and significant partial effect on Marketing Performance. Test results show a regression coefficient of 0.296, a standardized beta of 0.455, a t-value of 4.381, and a significance value of 0.000 (or  $p < 0.001$ ). Thus, the third hypothesis is accepted.
4. Digital Marketing, Entrepreneurial Competence, and Market Orientation have a significant simultaneous effect on Marketing Performance. The F-test yielded an F-value of 8.232 with a significance of 0.000 (or  $p < 0.001$ ); therefore, the fourth hypothesis is accepted.

Based on the research findings and the limitations previously outlined, the following recommendations are offered:

1. For MSME operators in Medan City, it is recommended to prioritize the adoption of a Market Orientation in their marketing activities. Business owners need to periodically understand changing consumer needs, accept and evaluate customer feedback, monitor competitor strategies, and utilize market information for decision-making. This is crucial because Market Orientation is the only variable proven to have a positive and significant partial effect on Marketing Performance. Regarding Digital Marketing, MSME operators are advised not to focus solely on maintaining social media accounts, marketplace listings, or digital payment options, but also on enhancing the quality of how these channels are utilized. Content creation, customer engagement, appropriate digital promotions, and online sales channel management should be aligned with consumer characteristics and needs to ensure that Digital Marketing efforts yield tangible marketing results. Regarding Entrepreneurial Competence, MSME operators are encouraged to improve their ability to identify opportunities and link managerial skills with market demands. Skills in negotiation, problem analysis, creativity, organization, strategy, and commitment should be directed toward activities that support growth in sales, customer base, market reach, and marketing profitability.
2. For the Medan City Cooperative and MSME Agency and the Medan City Government, it is recommended that development programs be more integrated, combining digital skills enhancement, entrepreneurial competence, and Market Orientation. Digital Marketing training could be combined with consumer and competitor mapping, while entrepreneurship training could focus more on applying these competencies to resolve the market challenges faced by MSMEs. This approach aligns with the practical objective of the research, which was intended from the outset to serve as a basis for evaluating and recommending MSME development initiatives.

**THE ROLE OF DIGITAL MARKETING, ENTREPRENEURIAL COMPETENCE AND MARKET ORIENTATION IN ENHANCING MARKETING PERFORMANCE DEVELOPMENT AMONG MSMES IN MEDAN CITY (A CASE STUDY OF MSMES ASSISTED BY THE MEDAN CITY COOPERATIVE)**

Lola Dwi Antika et al

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**THE ROLE OF DIGITAL MARKETING, ENTREPRENEURIAL COMPETENCE AND MARKET ORIENTATION IN ENHANCING MARKETING PERFORMANCE DEVELOPMENT AMONG MSMES IN MEDAN CITY (A CASE STUDY OF MSMES ASSISTED BY THE MEDAN CITY COOPERATIVE)**

Lola Dwi Antika et al

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**THE ROLE OF DIGITAL MARKETING, ENTREPRENEURIAL COMPETENCE AND MARKET ORIENTATION IN ENHANCING MARKETING PERFORMANCE DEVELOPMENT AMONG MSMES IN MEDAN CITY  
(A CASE STUDY OF MSMES ASSISTED BY THE MEDAN CITY COOPERATIVE)**

Lola Dwi Antika **et al**

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