JURNAL RISET BISNIS DAN MANAJEMEN

https://journal.unpas.ac.id/index.php/jrbm/index

A GREEN ENTREPRENEURSHIP BASED MODEL: THE SYNERGISTIC EFFECTS OF ENTREPRENEURIAL ORIENTATION AND ECOPRENEURSHIP ON MARKETING PERFORMANCE OF CULINARY SMES IN CIMAHI CITY

Vita Dhameria
vitadhameria@mn.unjani.ac.id
Universitas Jenderal Achmad Yani
Jl. Terusan Jenderal Sudirman, Cimahi, Jawa Barat, Kota Cimahi, Jawa Barat 40525, Indonesia

Abstract

This study examines the effects of entrepreneurial orientation and ecopreneurship on the marketing performance of small and medium-sized culinary businesses in Cimahi City, with competitive advantage as a mediating variable. Using a quantitative approach, data were collected through questionnaires from 120 culinary entrepreneurs and analyzed using Structural Equation Modeling (SEM). The findings indicate that ecopreneurship has a strong and positive effect on both competitive advantage and marketing performance. Competitive advantage significantly enhances marketing performance. In contrast, entrepreneurial orientation contributes positively to competitive advantage but does not have a direct and significant effect on marketing performance. Overall, the results highlight the crucial role of ecopreneurship and competitive advantage in improving marketing performance. Therefore, culinary SMEs are encouraged to emphasize innovation and environmentally friendly business practices to strengthen competitiveness and achieve sustainable marketing outcomes.

Keywords: entrepreneurial orientation; ecopreneurship; competitive advantage; marketing performance

Article Info

History of Article
Received: 29/7/2025
Revised: 12/1/2026
Accepted: 16/1/2026
Published: 16/2/2026

Jurnal Riset Bisnis dan Manajamen
Volume 19, No. 1, February 2026,
Page 45-64
ISSN 1979-0600 (Print)
ISSN 2580-9539 (Online)

INTRODUCTION

Small and Medium Enterprises (SMEs) often encounter various barriers to achieving optimal marketing outcomes, including limited understanding of customer needs, weak market analysis capabilities, and the absence of a strong market-oriented culture. These challenges hinder SMEs from formulating effective marketing strategies that align with competitive market dynamics. To address these issues, the concept of entrepreneurial orientation (EO) becomes highly relevant. EO emphasizes proactive behavior, innovation, and calculated risk-taking characteristics that guide SMEs in adapting their marketing strategies to environmental changes. Through EO, the role of entrepreneurs becomes central in designing and directing marketing

activities, thereby strengthening competitiveness and ensuring long-term business sustainability (Erna et al., 2024; Mahmud et al., 2024).

In strengthening competitiveness, SMEs must be able to measure the effectiveness of their marketing activities. Marketing performance serves as an important indicator to evaluate how well a firm identifies, responds to, and satisfies customer needs within a competitive market. Strong marketing performance reflects success in implementing marketing strategies that enhance customer attraction, market share, and product visibility. Research shows that firms with a high entrepreneurial orientation tend to adopt innovative and adaptive marketing strategies, enabling them to respond to market dynamics more quickly than competitors. This proactive and risk-responsive behavior helps organizations remain resilient and sustainable in rapidly changing business environments (Dhameria et al., 2021; Dhameria et al., 2024; Dhameria & Sigarlaki, 2024). One key mechanism through which entrepreneurial orientation influences marketing performance is product innovation. SMEs with strong EO tend to initiate new product ideas and develop improvements that align with evolving consumer preferences. Product innovation enhances value creation, differentiates offerings in the marketplace, and strengthens competitive advantage ultimately contributing to better marketing performance. Thus, innovation can function as a mediating factor that links entrepreneurial orientation with marketing outcomes. At the same time, the growing global emphasis on environmental sustainability has led to the rise of ecopreneurship, which integrates innovation with environmental responsibility. Ecopreneurship encourages the development of eco-friendly products that cater to environmentally conscious consumers, thereby expanding market opportunities and reinforcing the strategic importance of innovation within SMEs (Ariyanis et al., 2021; Heriyono & Dhameria, 2025).

Ecopreneurship is an entrepreneurial approach that emphasizes not only economic value creation but also sustainability and environmental responsibility, particularly relevant for small and medium-sized enterprises (SMEs) operating in environmentally sensitive markets. This concept integrates innovation, alignment with market values, and is strongly influenced by the personality and character of entrepreneurs, such as environmental awareness, proactiveness, ethical commitment, and long-term orientation(Gunawan et al., 2021). These entrepreneurial traits shape strategic decisions, including the adoption of eco-friendly production processes, sustainable sourcing, and green marketing practices. In the context of SMEs, where strategic direction is largely determined by the owner-manager, entrepreneurial personality plays a critical role in translating environmental values into concrete business innovations. In an increasingly eco-conscious market, consumers show a growing preference for environmentally friendly products, creating significant market opportunities for ecopreneurs (Wani & Dhami, 2016). Innovation thus acts as a mechanism through which ecopreneurial values are transformed into competitive products that meet both functional and environmental expectations. Marketing performance in SMEs is influenced by the firm's ability to align market orientation, innovation, and entrepreneurial orientation with competitive pressures. These elements collectively build competitive advantage, strengthening market positioning and enhancing marketing effectiveness (Ariyani et al., 2022; Dhameria et al., 2022; Vita Dhameria, 2014).

Nevertheless, in practice, SMEs frequently face competitiveness challenges, particularly in industries with high competition levels. When product prices are higher than those of competitors and are not supported by clear added value, SMEs' competitiveness weakens. This directly affects product sales, indicating that the applied marketing strategies may not be effective (Dhameria & Ghozali, 2020; Kusumah et al., 2024). Innovation serves as a bridge to create added value for consumers and improve product competitiveness in the market. Relevant product innovations that align with market needs and trends help businesses differentiate themselves, making it easier to capture consumer attention. In this context, market orientation and entrepreneurial orientation are key drivers of innovation. Companies that understand the market and possess entrepreneurial spirit are more adaptive in developing superior products both functionally and environmentally. Marketing performance is heavily influenced by how well a company aligns its strategies with market conditions and competitive pressures. Market orientation, innovation, and entrepreneurial orientation are essential components that directly or indirectly impact marketing performance. These elements work together to build competitive advantage, ultimately strengthening the firm's position in the market and improving the effectiveness of marketing activities.

Nevertheless, in practice, SMEs frequently face competitiveness challenges, particularly in industries with high competition levels. When product prices are higher than those of competitors and are not supported by clear added value, SMEs' competitiveness weakens. This directly affects product sales, indicating that the applied marketing strategies may not be effective (Dhameria & Sigarlaki, 2024; Kusumah et al., 2024). These initiatives not only create strong product differentiation in the eyes of consumers but also improve customer loyalty and expand their market segments. Furthermore, the business owner is willing to experiment with new products that align with healthy lifestyles and actively responds to customer feedback (Floh et al., 2014; Zhang et al., 2014). This spirit of innovation and quick adaptation reflects a high level of entrepreneurial orientation. Observations show that culinary SMEs in Cimahi with a strong entrepreneurial orientation tend to be more flexible, innovative, and responsive to market dynamics. They are also more open to collaboration, such as partnering with local communities, utilizing digital platforms for orders and promotions, and participating in culinary expos to strengthen their business networks. Therefore, the success of culinary SMEs in Cimahi is greatly influenced by how well they integrate entrepreneurial and sustainability values into their business strategies. This approach not only improves marketing performance but also supports sustainable and competitive business growth amid increasingly complex market competition (Christina et al., 2024; Gunawan et al., 2021; Wani & Dhami, 2016).

Entrepreneurial orientation (EO) is a central determinant of sustainable competitive advantage because it drives firms to behave innovatively, proactively, and with calculated risk taking in response to market dynamics. These three dimensions serve as the primary mechanisms through which firms generate new value that is difficult for competitors to imitate. Innovativeness enables firms to create unique products or services that enhance differentiation; proactiveness allows firms to anticipate emerging opportunities ahead of competitors; and risk-taking provides strategic flexibility to act under uncertainty and capture unexplored market potentials Through proactive and adaptive strategies, companies can establish a stronger position compared to their rivals (Kristinae et al., 2023). From a resource-based view (RBV) perspective, this combination of capabilities represents a strategic resource bundle that strengthens a firm's long-term competitive positioning.

Beyond these direct effects, EO also shapes indirect pathways to competitive advantage through the development of key organizational capabilities. Hermanto et al. (2022) highlight that firms with strong EO tend to cultivate organizational learning capability, enabling them to absorb market information, evaluate strategic alternatives, and implement continuous improvements. Within RBV and dynamic capabilities theory, such learning capability functions as a microfoundation that enhances resilience, accelerates adaptation, and supports persistent value creation in turbulent environments.

Ali et al. (2020) argue that a creative culture is not merely a by-product of EO but acts as an enabling condition that amplifies EO's influence on innovation and firm adaptability. This cultural foundation facilitates continuous idea generation, cross-functional collaboration, and experimentation, which are essential for sustaining innovation rather than producing it sporadically. A culture that legitimizes creativity and initiative-taking therefore strengthens the internal environment in which EO can translate into competitive advantage. Taken together, competitive advantage is not solely rooted in superior products or services but also in the firm's internal capabilities and cultural foundations that support ongoing innovation (Ermawati et al., 2024; Salih et al., 2024). H_1: Entrepreneurial Orientation has a positive effect on competitive advantage.

Ecopreneurship, or sustainability-driven entrepreneurship, represents a contemporary form of business creation that integrates economic value with environmental stewardship. Modern scholars define ecopreneurship as an entrepreneurial activity that intentionally develops environmentally beneficial products, services, technologies, or business models while simultaneously pursuing commercial success (Cometto et al., 2016; Gundolf et al., 2017; Jacinta Moreira, 2012). Unlike traditional entrepreneurship, which emphasizes opportunity exploitation primarily for profit, ecopreneurship frames environmental challenges as sources of entrepreneurial opportunity and positions ecological responsibility as a core strategic logic.

From a theoretical perspective, ecopreneurship aligns closely with the Natural Resource Based View (NRBV) of the firm (Genoveva & Levina, 2019; Mediaty et al., 2023), which argues that companies can build

sustainable competitive advantage through capabilities that reduce environmental impact, such as pollution prevention, product stewardship, and clean technology innovation. Ecopreneurs cultivate these green capabilities and translate them into green innovation, including environmentally friendly product designs, energy-efficient processes, sustainable packaging, and green marketing strategies. Such innovations not only generate functional value but also create ecological value, strengthening differentiation in competitive markets.

Small firms, which tend to be more flexible and adaptive, often adopt eco-driven innovations rapidly, especially in response to regulatory pressures, supply chain expectations, and stakeholder demands (Christina et al., 2024). In this context, ecopreneurship becomes a mechanism for building strategic advantage: green innovations enhance brand trust, improve perceived value, and attract consumer segments with high environmental consciousness. These outcomes resonate with green innovation theory, which posits that environmentally oriented innovation contributes to superior market performance by enhancing firm legitimacy and customer loyalty.

Furthermore, ecopreneurship supports long-term competitive advantage through greater resource efficiency, reputation building, and improved stakeholder relationships (Banerjee, 2016; Papadas, 2017)). Practices such as using sustainable raw materials, minimizing waste, adopting energy efficient processes, and communicating transparently about environmental initiatives reinforce a firm's credibility. Firms recognized as environmentally responsible gain access to new markets, enjoy stronger institutional support, and foster deeper relationships with sustainability-minded consumers. Consequently, ecopreneurship not only advances environmental sustainability but also strengthens firms' competitive positions through durable capabilities that are difficult for competitors to imitate. H_2: Ecopreneurship has a positive influence on competitive advantage.

Entrepreneurial orientation (EO) is a key strategic construct that reflects how firms behave when pursuing new opportunities and responding to market dynamics. In the widely accepted framework developed by Covin and Slevin (1989), EO is conceptualized as a unidimensional strategic posture consisting of three behavioral dimensions: innovativeness, risk-taking, and proactiveness. In this view, the three dimensions collectively represent a firm's entrepreneurial posture and are treated as a single, unified construct. In contrast, Lumpkin and Dess (1996, 2001) argue that EO should be understood as a multidimensional construct in which innovativeness, proactiveness, and risk-taking can vary independently depending on contextual factors such as industry characteristics, organizational structure, or environmental dynamism. Their perspective emphasizes that EO does not always manifest uniformly; instead, firms may exhibit stronger tendencies in one dimension than others depending on strategic needs.

Innovativeness refers to a firm's tendency to support creativity, experimentation, and the development of new products, services, and processes. Risk-taking reflects a willingness to commit resources to opportunities with uncertain outcomes, including entering unknown markets or adopting untested strategies. Proactiveness describes forward-looking behavior that anticipates market changes, shapes consumer preferences, and seeks to outperform competitors through early action. Entrepreneurs and firms exhibiting strong EO are generally more capable of responding to rapid environmental changes and identifying emerging opportunities. Their proactive behavior enables them to anticipate shifts in consumer needs and market trends, while their innovativeness supports the creation of unique and relevant offerings. Risk taking allows them to act decisively amid uncertainty, positioning the firm as a leader rather than a follower in competitive markets (Garrett et al., 2009).

In this study, EO is adopted following the three dimensional conceptualization commonly used in contemporary entrepreneurship and marketing literature focusing on innovativeness, risk taking, and proactiveness as interrelated strategic orientations that enhance a firm's ability to adapt, compete, and achieve superior marketing performance. Prior studies demonstrate that firms with higher EO tend to achieve stronger competitive positioning, improved customer value creation, and more sustainable market advantages (Ngo, 2021; Pasaribu et al., 2022; Perdana & Prasasti, 2023; Tumaku, 2024). Overall, entrepreneurial orientation plays a vital role in strengthening firms' strategic marketing capabilities. Through innovative, proactive, and risk-taking behaviors, companies can differentiate themselves from competitors, enhance customer loyalty, and maintain long-term relevance in dynamic markets. H_3: Entrepreneurial Orientation has a direct influence on Marketing Performance.

Ecopreneurship is an entrepreneurial approach that integrates business objectives with environmental sustainability by embedding ecological considerations into product development, production processes, and marketing strategies. Rather than merely reflecting ethical intentions, ecopreneurship operates as a strategic mechanism through which firms create differentiated value. Environmentally friendly innovations enable SMEs to reduce operational inefficiencies, comply with environmental regulations, and signal responsible business practices, which strengthen brand credibility and customer trust. These mechanisms explain how ecopreneurship can translate into improved marketing performance through enhanced customer attraction, retention, and positive word-of-mouth.

In SMEs, ecopreneurship functions effectively because owner-managers have direct control over strategic decisions, allowing sustainability-oriented values to be rapidly transformed into market offerings. Empirical studies indicate that eco-innovations increase perceived product value and brand image, which in turn improve sales growth and market share. However, the effectiveness of ecopreneurship is not universal and depends on several boundary conditions. Its impact on marketing performance is stronger when SMEs possess sufficient absorptive capacity, basic technological resources, and access to environmentally conscious market segments. Additionally, external support such as government incentives, certification schemes, and stakeholder pressure amplifies the market returns of ecopreneurial initiatives.

Therefore, ecopreneurship enhances marketing performance not merely by adopting green practices, but by strategically leveraging sustainability as a source of differentiation under favorable organizational and market conditions. H_4: Ecopreneurship has a positive effect on Marketing Performance.

Competitive advantage is a strategic construct that reflects a firm's ability to create superior value compared to its competitors. In strategic management theory, competitive advantage emerges when a firm possesses valuable, rare, inimitable, and non-substitutable (VRIN) resources that enable it to achieve superior performance (Barney, 2001). These resources may include unique product attributes, process efficiencies, innovation capabilities, or relational capital such as customer trust and loyalty. From a marketing perspective, competitive advantage is typically examined through dimensions such as cost advantage, differentiation advantage, and market responsiveness, each representing distinct pathways through which firms outperform competitors (Nasir et al., 2024; Porter et al., 2003).

Cost advantage reflects a firm's ability to produce goods or services at lower cost without reducing quality. Differentiation advantage refers to the firm's capacity to offer unique product qualities, superior service, or brand distinctiveness that competitors cannot easily replicate. Meanwhile, market responsiveness captures the speed and accuracy with which a firm adapts to shifts in customer preferences, technology, or industry trends. These dimensions are closely linked to performance outcomes because they enhance a firm's positioning and perceived value in the eyes of consumers (Hunt, 2008).

In SMEs especially culinary MSMEs in Cimahi, which operate in highly competitive and saturated markets competitive advantage becomes crucial for maintaining relevance and customer retention. The sector is characterized by low entry barriers, rapid imitation of products, and constantly changing consumer tastes. Therefore, culinary MSMEs must rely on differentiation strategies such as authentic flavors, hygienic processing, packaging innovation, or localized customer relationships to create sustainable value that cannot be easily copied. Cost efficiency is also critical, given that many SMEs face limited financial resources and must optimize procurement, production, and distribution to remain competitive.

Theoretically, competitive advantage influences marketing performance through several causal mechanisms. First, differentiation advantage increases perceived customer value, which enhances purchase intention, repeat buying, and word-of-mouth key indicators of marketing performance (Kumar, 2015; Kumar & Christodoulopoulou, 2014). Second, cost advantage strengthens price competitiveness, enabling firms to attract price-sensitive consumers and sustain market share. Third, responsiveness allows firms to better match their offerings with evolving culinary trends, increasing customer satisfaction and retention. Prior empirical studies confirm that firms with stronger competitive advantages tend to achieve higher market effectiveness, sales growth, and customer loyalty (Al-Mawali et al., 2025; Mejía-Trejo et al., 2016).

In this study, competitive advantage is conceptualized as a multidimensional construct encompassing cost advantage, differentiation, and market responsiveness, aligned with strategic marketing literature. This conceptualization is appropriate for culinary MSMEs in Cimahi, where competitiveness relies heavily on unique value creation, efficiency, and the ability to adapt to dynamic consumer preferences. Through these mechanisms, competitive advantage is expected to exert a positive and significant effect on marketing performance. H_5: Competitive Advantage has a Positive Influence on Marketing Performance

A number of previous empirical studies reveal inconsistencies regarding the influence of entrepreneurial orientation (EO) on SME performance, especially in marketing-related outcomes. Research conducted on tofu-producing SMEs in Kediri demonstrates that EO does not exert a significant and in some cases even negative effect on marketing performance, indicating that entrepreneurial behavior alone may not translate into improved market outcomes without supportive strategic capabilities or contextual factors (Ambarwati et al., 2025), proactiveness has a significant impact on business performance, while innovativeness and risk-taking fail to show meaningful direct effects (Sahoo & Yadav, 2017). These findings suggest that EO is not universally effective and that its dimensions may influence performance unevenly depending on sectoral dynamics.

Further evidence of weak or non-significant effects is reported in SMEs in Riau, where EO does not consistently predict business performance and becomes significant only under specific moderating conditions such as technological capability or competitive intensity (Hunt, 2013). This indicates that EO alone is insufficient to drive superior performance unless complemented by contextual enablers. Taken together, these inconsistent empirical results highlight a clear research gap: the relationship between EO, eco-oriented entrepreneurial practices, and marketing performance remains theoretically underdeveloped and empirically inconclusive. Importantly, no existing research has specifically examined this interplay within culinary SMEs, particularly in Cimahi City, where environmental awareness, market pressures, and consumer green preferences are rapidly evolving. Thus, integrating entrepreneurial orientation and ecopreneurship presents a novel perspective to explain variations in marketing performance, addressing a gap in both theory and empirical findings.

METHOD

Primary data refers to information obtained directly from original sources, collected specifically to answer the research questions in accordance with the objectives set by the researcher. This data is observed and recorded firsthand during the data collection process. In the context of this study on culinary SMEs in Cimahi City, primary data was collected through direct interviews with local culinary business owners using a pre-prepared questionnaire. The information gathered is original and relevant to the research topic, providing a solid foundation for analyzing the conditions and marketing strategies of culinary SMEs in the region.

Secondary data in this study refers to information previously collected and published by credible institutions and used to complement the primary data obtained from respondents. The research employed a cross-sectional survey design, and a questionnaire-based interview method was selected because the constructs measured entrepreneurial orientation, ecopreneurship, competitive advantage, and marketing performance require standardized responses that allow for statistical comparison across SMEs. Questionnaire-based interviews also help reduce respondent misinterpretation and are suitable for SMEs with varying levels of literacy and digital access.

The secondary data used in this research was obtained from several sources, including reports from the Cooperative and SME Office of Cimahi City, publications from the Central Bureau of Statistics (BPS), prior academic studies, and government documents related to SME development. These sources were selected because they provide contextual information regarding the structural characteristics, growth trends, and economic contribution of culinary SMEs in Cimahi. Such data is essential to strengthen research interpretation by situating the primary findings within the broader economic environment of the region.

The population in this study consists of all culinary SME entrepreneurs operating in Cimahi City who have been in business for at least one year. This selection is based on the assumption that business owners who have been active for this period possess sufficient experience, understanding, and business stability to provide

relevant and insightful information regarding entrepreneurship, innovation, and marketing strategies. By focusing on culinary SMEs that have sustained operations for two years or more, the researcher aims to obtain representative and accurate data that reflects the real conditions of culinary businesses in Cimahi.

The sample in this study represents culinary SMEs in Cimahi City that meet specific characteristics relevant to the research variables entrepreneurial orientation, ecopreneurship, competitive advantage, and marketing performance. A non-probability purposive sampling technique was employed because the population of culinary SMEs is heterogeneous, particularly in terms of business age, digital adoption, environmental practices, and marketing engagement. Such heterogeneity requires a selective sampling strategy to ensure that respondents possess the minimum level of strategic experience needed to provide valid evaluations of behavioral constructs such as entrepreneurial orientation and ecopreneurship.

Purposive sampling is widely applied in research examining strategic and behavioral constructs, particularly when the variables of interest such as entrepreneurial orientation (innovativeness, risk-taking, and proactiveness) and ecopreneurship require firms to have developed relatively stable decision-making routines (Garrett et al., 2009; Rauch et al., 2009). Accordingly, this study applied a minimum operational period of two years as a key sampling criterion, as firms younger than this threshold tend to experience high operational volatility and have not yet formed consistent marketing patterns or observable competitive positions (Bouncken et al., 2016; Rauch et al., 2009; Wiklund & Shepherd, 2005). Purposive sampling is widely used in research examining strategic and behavioral constructs. Variables such as entrepreneurial orientation (innovativess, risk-taking, proactiveness) and ecopreneurship cannot be meaningfully assessed in firms that have not yet developed stable decision-making routines (Garrett et al., 2009; Rauch et al., 2009). Therefore, a minimum operational period of at least two years was applied as a primary criterion. This criterion is consistent with SME performance literature, which states that firms under two years old typically experience operational volatility and have not yet formed consistent marketing patterns or measurable competitive positions (Bouncken et al., 2016; Rauch et al., 2009; Wiklund & Shepherd, 2005). A two-year threshold ensures the presence of accumulated entrepreneurial learning, stable marketing activities, and the emergence of observable strategic behavior. To refine the sample and ensure alignment with the research context, additional criteria were applied. The sample in this study was limited to enterprises operating in the food and beverage sector to ensure a homogeneous industry context with relatively similar competitive pressures. All selected firms had been in operation for at least two years, reflecting a sufficient level of business stability and the development of consistent strategic orientations. In addition, the study focused on micro and small enterprises employing between one and nineteen workers, in accordance with Indonesia's SME classification, to ensure that respondents faced comparable resource constraints. Furthermore, the selected enterprises were required to engage in measurable marketing activities such as product promotion, pricing strategies, customer engagement, or digital marketing so that marketing performance indicators could be assessed accurately and reliably.

This sampling approach is methodologically appropriate and theoretically grounded. It ensures that the selected SMEs are mature enough to have developed entrepreneurial orientation patterns, implemented sustainability-oriented practices, and engaged in marketing activities that can be objectively measured. Moreover, the final sample size of 120 SMEs meets the minimum recommended threshold for Structural Equation Modeling (SEM), which requires 5–10 respondents per indicator (Ferdinand, 2001; Hair et al., 2010). With 12 indicators in this study, a minimum of 120 respondents ensures adequate statistical power and model stability.

The data collection in this study was conducted through direct interviews with customers of culinary SMEs in Cimahi City, using a pre-structured questionnaire. Interviews were chosen because they enable two-way communication between the interviewer and the respondent, allowing for more in-depth and targeted information relevant to the study. This method provided the researcher with data not only of a factual nature but also insights into perceptions, experiences, and customer responses to the products or services offered, as well as a more comprehensive understanding of the factors influencing purchasing decisions.

RESULTS

In this study, data were collected from 120 culinary SME entrepreneurs operating in Cimahi City. The respondents were business owners or managers actively engaged in running their businesses. The research aimed to gain a clearer understanding of the characteristics of these enterprises and the entrepreneurial behavior within the local culinary sector, as well as how these factors contribute to achieving business performance and competitive advantage in an increasingly dynamic competitive environment.

Table 1. General Overview of Research Respondents

Category	Subcategory	Frequency
Gender	Female	65
	Male	55
Age	25–34 years	45
	35–44 years	64
	≥45 years	11
Last Education Level	Elementary School	5
	Junior High School	31
	Senior High School	56
	Bachelor's Degree	28
Length of Business	2 years	43
	3–5 years	32
	>5 years	45

The demographic characteristics of the respondents provide an overview of the culinary SMEs that participated in this study. The distribution of gender shows that female entrepreneurs constitute a slightly higher proportion of the sample, with 65 respondents, compared to 55 male respondents. This indicates that women play an active and significant role in the culinary business sector in Cimahi City, which aligns with national trends where culinary and micro-food enterprises are commonly dominated by female business owners.

In terms of age, the majority of respondents fall within the 35–44 years age group (64 respondents), followed by those aged 25–34 years (45 respondents). Only 11 respondents are aged 45 years or older. This distribution suggests that the culinary SME sector is largely driven by young and early middle-aged entrepreneurs, who are typically more adaptive to innovation, digital marketing, and shifts in consumer trends.

Regarding the level of education, the highest proportion of respondents completed senior high school (56 respondents), followed by junior high school graduates (31 respondents). Meanwhile, 28 respondents hold a bachelor's degree, and 5 respondents completed elementary school. These findings indicate that culinary SMEs are generally managed by individuals with moderate educational backgrounds, although a considerable number of owners with higher education also participate, which may contribute to more structured business and marketing strategies.

The data on business age shows that 43 respondents have been operating for 2 years, 32 respondents have been running their businesses for 3–5 years, and 45 respondents have operated for more than 5 years. This distribution reflects a balanced mix of newly established, developing, and mature SMEs. It also supports the rationale for using a minimum business age criterion, as most respondents have gained sufficient operational experience to provide reliable assessments related to entrepreneurial orientation, ecopreneurship, and marketing performance.

The validity test aims to determine the extent to which an instrument or measurement tool accurately measures what it is intended to measure. An instrument is considered valid if it correctly measures the targeted variable in a study. Additionally, the results are deemed valid when there is alignment between the data obtained through the instrument and the actual conditions of the research object.

Table 2. Validity test results

Indicator	R value	R table	Description
X_1	.736	0, 1793	Valid
X_2	.712	0, 1793	Valid
X_3	.679	0, 1793	Valid
X_4	.794	0, 1793	Valid
X_5	.802	0, 1793	Valid
X_6	.680	0, 1793	Valid
X_7	.657	0, 1793	Valid
X_8	.742	0, 1793	Valid
X_9	.764	0, 1793	Valid
X_{10}	.680	0, 1793	Valid
X_{11}	.740	0, 1793	Valid
X_{12}	.746	0, 1793	Valid

Validity refers to the extent to which a measurement instrument accurately captures the construct it is intended to measure. An instrument is considered valid when the empirical data generated by its indicators are consistent with the theoretical definition of the construct and reflect the actual conditions of the research object. In the preliminary stage of this study, item validity was initially examined using Pearson product–moment correlations, as presented in Table 2, where all indicators showed correlation coefficients exceeding the r-table value (0.1793), indicating that each item was statistically correlated with the total score. However, this Pearson-based approach is primarily exploratory and commonly used in early-stage instrument screening, particularly within SPSS-based analyses, and it is not sufficient as a standalone validity assessment for studies employing latent variable modeling.

Given that this research adopts Structural Equation Modeling (SEM) as the main analytical technique, validity assessment was ultimately conducted using SEM-based measurement model evaluation, which is considered more rigorous and appropriate for Likert-scale constructs. In this context, construct validity was assessed through standardized factor loadings, Average Variance Extracted (AVE), and discriminant validity criteria. All retained indicators demonstrated standardized factor loadings above the minimum threshold of 0.50, with most exceeding 0.70, indicating strong indicator–construct relationships and satisfactory convergent validity. Furthermore, AVE values for all latent constructs were above 0.50, confirming that each construct explains more than half of the variance of its indicators. Discriminant validity was established using the Fornell–Larcker criterion, which showed that the square root of each construct's AVE was greater than its correlations with other constructs, thereby confirming empirical distinctiveness among entrepreneurial orientation, ecopreneurship, competitive advantage, and marketing performance.

To support the validity results, construct reliability was evaluated using Composite Reliability (CR) and rho_A, both of which exceeded the recommended threshold of 0.70, indicating strong internal consistency. These reliability measures were prioritized over Cronbach's Alpha, as they are more robust and suitable for SEM-based analyses. Thus, while Pearson correlation results are reported as an initial descriptive screening, the final decision regarding item validity and construct adequacy is based on SEM-based validity and reliability criteria. This integrated approach ensures methodological coherence and confirms that the measurement model meets contemporary SEM standards, thereby providing a solid foundation for subsequent structural model analysis.

The reliability test in this study was conducted to ensure that the measurement instrument produces consistent results when administered under similar conditions. Although Cronbach's Alpha (α) was used as the primary indicator of reliability, this approach has several methodological limitations. While the calculated r-table value of 0.1793 (based on n = 120 and df = 118) is statistically correct, its relevance in modern research is weak. Using such a low cut-off point may lead to the misclassification of weak measurement items as valid, especially when Likert-scale data are used. In contemporary quantitative research particularly studies employing Structural Equation Modeling (SEM) a higher and more rigorous standard is required. Cronbach's

Alpha is known to be sensitive to the number of items and does not accurately represent construct reliability in SEM. Therefore, current methodological practices recommend using Composite Reliability (CR) and rho_A as more robust indicators of internal consistency. These statistics are better suited for SEM because they account for measurement error and provide a more precise estimation of construct reliability. Based on these methodological considerations, relying solely on r-table values and Cronbach's Alpha may be insufficient; thus, SEM-appropriate reliability measures such as CR and rho_A are strongly preferred for ensuring the validity and stability of the constructs measured in this study.This means the tool used in the research is good for collecting accurate and trustworthy information.

Table 3. Reliability test results

Indicator	Cronbach's Alpha	R table	Description
X_1	.934	0,8	Reliable
X_2	.935	0,8	Reliable
X_3	.937	0,8	Reliable
X_4	.932	0,8	Reliable
X_5	.932	0,8	Reliable
X_6	.936	0,8	Reliable
X_7	.937	0,8	Reliable
X_8	.934	0,8	Reliable
X_9	.933	0,8	Reliable
X_{10}	.936	0,8	Reliable
X_{11}	.934	0,8	Reliable
X_{12}	.934	0,8	Reliable

Based on the table above, all variables in this study have a Cronbach's Alpha value greater than 0.6, indicating that the instrument used meets the reliability criteria. Therefore, all questionnaire items are considered reliable, as they are capable of producing consistent results even when measured at different times. This demonstrates that the collected data is accurate and suitable to be used as a measurement tool in the research. If the indicators in the questionnaire were to be presented again to the respondents, it is highly likely that the answers provided would remain consistent, reflecting the stability and dependability of the instrument (Uma, 2003).

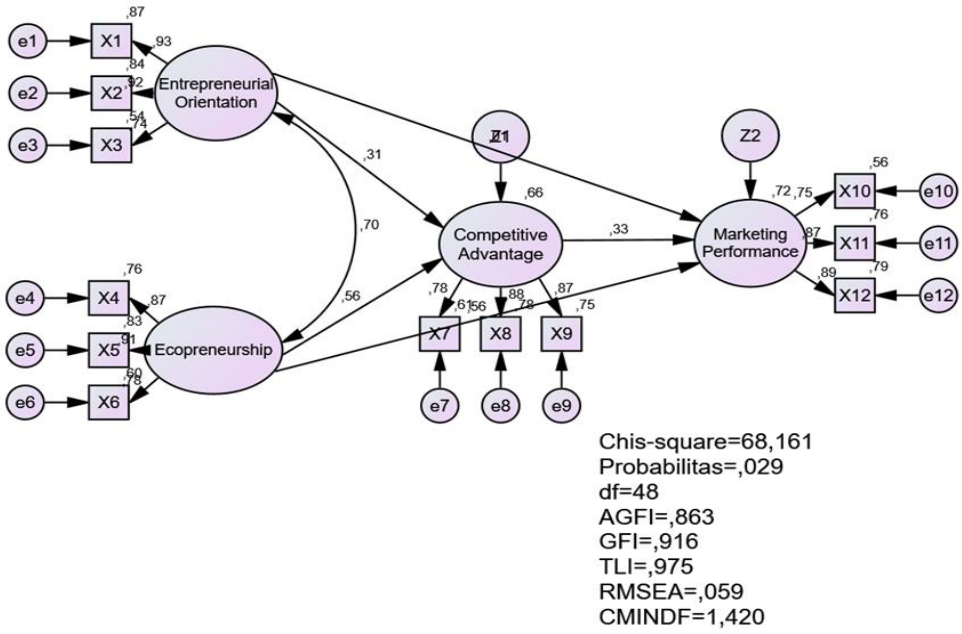

Figure 1. Full Model Analysis

Table 4. Model Feasibility Test Results for Full Model

Goodness of Fit Index	Expected Value	Obtained Value	Description
X_2 chi square statistic (df=48)	Expected to be smaller than 65,171	68,161	Marginal
Significant Probability	≥ 0,05	0,029	Marginal
RMSEA	≤ 0,08	0,056	Good
GFI	≥ 0,90	0,916	Good
AGFI	≥ 0,90	0,863	Marginal
TLI	≥ 0,95	0,975	Good
CMIN/DF	≤ 2,00	1,420	Good

Based on the results of the Goodness of Fit Index testing, the model in this study can be categorized as having an overall acceptable level of fit. The chi-square value of 68.161 with 48 degrees of freedom (df) is slightly above the expected threshold (< 65.171), thus classified as marginal fit. Similarly, the significance probability value of 0.029 falls below the ideal threshold of ≥ 0.05 but is still tolerable and categorized as marginal.

The overall goodness-of-fit assessment indicates that the proposed structural model demonstrates an acceptable level of fit. The RMSEA value of 0.059 is well below the recommended cut-off of 0.08, indicating a close approximation between the model and the observed data. Similarly, the GFI value of 0.916 exceeds the minimum threshold of 0.90, confirming adequate absolute model fit. The TLI value of 0.975 further indicates excellent incremental fit, while the CMIN/DF value of 1.420 reflects an efficient balance between model complexity and explanatory power.

Although the AGFI value of 0.863 falls slightly below the conventional criterion of 0.90 and is therefore categorized as marginal, this result should be interpreted cautiously. AGFI is known to be sensitive to sample size and model complexity, particularly in SEM models involving multiple latent constructs and moderate sample sizes. In contemporary SEM practice, AGFI is no longer considered a primary indicator of model adequacy when more robust indices such as RMSEA, TLI, and CMIN/DF demonstrate strong model fit. Therefore, the marginal AGFI does not invalidate the structural model. Methodologically, the dominance of key fit indices within acceptable thresholds provides sufficient justification to proceed with hypothesis testing and structural path analysis.

Regarding the structural relationships, the effect of ecopreneurship on competitive advantage is particularly strong ($\beta = 0.691$), representing a very large effect size, which underscores the strategic importance of environmentally oriented entrepreneurial practices in building superior competitive positions. In contrast, entrepreneurial orientation shows a moderate positive effect on competitive advantage ($\beta = 0.320$), indicating that innovativeness, risk-taking, and proactiveness contribute meaningfully, though less dominantly, to competitiveness. Competitive advantage itself exerts a small-to-moderate effect on marketing performance ($\beta = 0.258$), supporting its mediating role in the model.

Conversely, the direct effect of entrepreneurial orientation on marketing performance is extremely small and statistically insignificant ($\beta = 0.008$), suggesting that entrepreneurial orientation alone does not directly translate into marketing success. Theoretically, this finding implies that entrepreneurial orientation must be converted into tangible strategic outcomes such as product differentiation or sustainability-based value propositions before it can influence marketing performance. Overall, these results confirm that ecopreneurship plays a central role in driving both competitive advantage and marketing performance, while entrepreneurial orientation operates primarily through indirect mechanisms.

Table 5. Regression Weights

		Estimate	S.E	C.R	P
Competitive Advantage	← Entrepreneurial Orientation	,320	,109	2,941	,003
Competitive Advantage	← Ecopreneurship	,691	,142	4,853	***
Marketing Performance	← Competitive Advantage	,258	,105	2,465	,014
Marketing Performance	← Entrepreneurial Orientation	,008	,083	,101	,920
Marketing Performance	← Ecopreneurship	,547	,140	3,922	***

The Structural Equation Modeling (SEM) results indicate that the structural model is methodologically acceptable for hypothesis testing, despite the presence of a marginal AGFI value. While the AGFI score of 0.863 falls slightly below the conventional cut-off of 0.90, this index is widely recognized as being sensitive to sample size and model complexity, particularly in models with multiple latent constructs and moderate sample sizes. In contemporary SEM practice, AGFI is no longer considered a primary indicator of model adequacy when more robust indices such as RMSEA and TLI demonstrate strong fit. Given that RMSEA and TLI in this study fall within excellent fit categories, the marginal AGFI does not undermine the validity of the structural relationships and provides sufficient methodological justification to proceed with structural analysis.

Regarding the structural paths, entrepreneurial orientation shows a positive and statistically significant effect on competitive advantage ($\beta = 0.320$; CR = 2.941; $p = 0.003$), which can be classified as a moderate effect size. This finding suggests that dimensions such as innovativeness, risk-taking, and proactiveness contribute meaningfully to the development of competitive advantage in SMEs. Ecopreneurship, however, exerts a substantially stronger influence on competitive advantage ($\beta = 0.691$; CR = 4.853; $p < 0.001$), representing a very large effect size. This result highlights ecopreneurship as a dominant strategic capability, enabling SMEs to differentiate their offerings and strengthen their market positions through sustainability-oriented practices.

Competitive advantage, in turn, has a significant positive effect on marketing performance ($\beta = 0.258$; CR = 2.465; $p = 0.014$), indicating a small-to-moderate effect size and confirming its mediating role in the model. In contrast, the direct effect of entrepreneurial orientation on marketing performance is extremely small and statistically insignificant ($\beta = 0.008$; CR = 0.101; $p = 0.920$). Theoretically, this finding implies that entrepreneurial orientation does not directly translate into marketing success unless it is transformed into tangible strategic outcomes such as distinctive value propositions or sustainability-based innovations that can be recognized and valued by the market.

Conversely, ecopreneurship demonstrates a strong and statistically significant direct effect on marketing performance ($\beta = 0.547$; CR = 3.922; $p < 0.001$), which can be categorized as a large effect size. This indicates that environmentally oriented innovations not only enhance competitive advantage indirectly but also directly resonate with consumer preferences and market expectations. Overall, these findings confirm that ecopreneurship plays both a direct and indirect role in improving marketing performance, while entrepreneurial orientation primarily influences marketing outcomes through the mediating mechanism of competitive advantage rather than through a direct pathway.

DISSCUSSION

The findings indicate that entrepreneurial orientation (EO) has a positive and significant effect on competitive advantage, as shown by a standardized estimate of 0.320, a critical ratio of 2.941, and a p-value of 0.008. These statistical results demonstrate that higher levels of innovativeness, risk taking, and proactiveness among SME entrepreneurs meaningfully enhance their ability to create distinctive strengths compared with competitors. Such advantages may manifest in the form of unique products, superior service delivery, dynamic capabilities, or operational efficiencies that improve the firm's market position.

Importantly, this finding is consistent with several international studies. For example, Wiklund and Shepherd (2005) and Zhang & Zhang (2012) found that EO strongly drives firms' ability to develop unique resources and capabilities, which subsequently leads to competitive advantage. Similarly, the meta analysis by

Rauch et al. (2009) confirms that EO positively affects firm-level outcomes when supported by internal strategic capabilities. These studies reinforce the idea that EO functions as a strategic orientation that enables firms to identify opportunities early, take calculated risks, and continually innovate behaviors that collectively strengthen competitive positioning.

However, the literature also presents some inconsistencies. For instance, Kreiser et al. (2010) noted that EO does not always translate directly into competitive advantage in highly stable or low competition environments, where proactive or risk-taking behaviors may not generate meaningful differentiation. Other studies, such as those by Anderson et al. (2009), argue that the effect of EO can be contingent on environmental dynamism or resource availability; firms lacking sufficient resources may exhibit entrepreneurial traits but still fail to build strong competitive advantages. These contrasting findings highlight that the EO competitive advantage relationship is context-dependent and influenced by market turbulence, firm resources, and innovation capability.

Compared with prior research, the present study offers clarity by showing that, within the context of SMEs in this setting, EO is indeed an important strategic driver for building competitive advantage. This strengthens the argument that EO contributes positively when firms operate in competitive markets, possess flexibility to innovate, and have sufficient capacity to implement strategic initiatives. Thus, the results not only support dominant theoretical perspectives but also address gaps in the literature by confirming that EO remains a relevant predictor of competitive advantage under conditions where SMEs actively engage in innovation and market-oriented practices (Merakati & Rusdarti, 2017).

The findings indicate that ecopreneurship has a strong, positive, and statistically significant effect on competitive advantage, as reflected by a standardized estimate of 0.691, a critical ratio of 4.853, and a p-value below 0.001. In the context of SEM interpretation, this coefficient represents a large to very large effect size, indicating that ecopreneurship constitutes the dominant predictor of competitive advantage in the proposed model. Compared to entrepreneurial orientation, which exhibits a moderate effect on competitive advantage ($\beta = 0.320$), ecopreneurship demonstrates a substantially stronger explanatory power. This comparison underscores that sustainability-oriented entrepreneurial practices play a more decisive role in shaping competitive positioning than general entrepreneurial behaviors alone.

These statistical results demonstrate that the adoption of ecopreneurial practices such as the use of environmentally friendly materials, energy efficiency initiatives, and the development of green products substantially enhances firms' ability to achieve superior competitive positioning. In practical terms, businesses that integrate sustainability principles into their entrepreneurial activities are better equipped to differentiate themselves from competitors and respond to increasing environmental awareness among consumers and stakeholders. This competitive advantage is realized through several strategic mechanisms, including environmental-based product differentiation, enhanced corporate reputation, increased customer trust, and operational cost efficiencies derived from resource optimization. By embedding environmental responsibility into innovation and strategic decision-making, ecopreneurial firms create sustainability-driven value that is more difficult for competitors to imitate, thereby strengthening long-term market positioning.

This finding is consistent with prior empirical research. Lotfi et al. (2018), for example, emphasize that ecopreneurship contributes positively to business competitiveness by generating added value through sustainable innovation and environmentally responsible practices. From a resource-based view (RBV) perspective, ecopreneurial capabilities function as valuable, rare, and difficult-to-imitate resources, reinforcing their strategic importance relative to more generic entrepreneurial orientations. However, existing literature also highlights contextual contingencies. The positive impact of ecopreneurship on competitive advantage may be weaker in markets characterized by low environmental awareness or limited institutional support for green innovation. In such conditions, the costs associated with eco-innovation may outweigh short-term competitive returns, particularly for firms with constrained financial and technological resources.

Overall, compared with previous studies, the present research provides stronger empirical evidence by demonstrating a dominant and large effect size of ecopreneurship on competitive advantage. This reinforces the argument that sustainability-oriented entrepreneurship is not merely an ethical or regulatory response, but a core strategic driver of differentiation and long-term competitiveness, especially when aligned with innovation capabilities and market-oriented strategies (Lotfi et al., 2018).

The results indicate that competitive advantage has a positive and statistically significant effect on marketing performance ($\beta = 0.258$; CR = 2.465; $p = 0.012$). In terms of effect size interpretation within SEM, this coefficient represents a moderate effect, suggesting that competitive advantage contributes meaningfully but not dominantly to the improvement of marketing performance. When compared with the direct effect of ecopreneurship on marketing performance, which is substantially stronger in this model, competitive advantage functions primarily as a strategic transmission mechanism rather than as the sole driver of marketing success. This finding implies that while competitive advantage is necessary, its impact on marketing outcomes is amplified when combined with sustainability-oriented entrepreneurial practices.

Rather than merely enabling firms to "position their offerings more effectively," competitive advantage in this context operates through specific strategic channels, including clearer value communication, reduced customer switching behavior, and improved conversion of marketing efforts into sales outcomes. SMEs that possess distinctive advantages such as sustainability-based differentiation, consistent product quality, or efficiency-driven pricing are better able to translate marketing activities into measurable outcomes such as customer acquisition and retention. However, the moderate magnitude of the effect indicates that competitive advantage alone is insufficient to guarantee superior marketing performance without complementary capabilities, particularly in innovation and market responsiveness.

Although prior studies have consistently reported a positive relationship between competitive advantage and marketing performance (e.g., Dahana et al., 2021; Farida & Setiawan, 2022), the present study extends this literature by clarifying the relative strength and functional role of competitive advantage within a broader strategic framework. Unlike earlier research that treated competitive advantage as a direct and dominant predictor, this study positions competitive advantage as a partial mediator that channels the effects of entrepreneurial orientation and ecopreneurship into marketing outcomes. This distinction provides a more nuanced understanding of how competitive advantage operates within SMEs, particularly those engaged in sustainability-oriented activities.

Furthermore, while previous studies have largely focused on general SMEs or creative industries, this research highlights the role of competitive advantage in the context of ecopreneurship-driven business models. The findings suggest that competitive advantage derived from sustainability and innovation does not automatically translate into marketing success unless supported by effective marketing execution and adaptive capabilities. Consequently, the study contributes new empirical insight by demonstrating that competitive advantage plays a supportive yet non-dominant role in shaping marketing performance, reinforcing the view that marketing success in SMEs emerges from the interaction between strategic orientation, sustainability-driven differentiation, and execution capabilities rather than from competitive advantage in isolation (Dahana & Mugiono, 2021; Farida & Setiawan, 2022; Udayana et al., 2024).

The results indicate that entrepreneurial orientation (EO) does not have a direct significant effect on marketing performance. The estimated path coefficient of 0.008 presumably a standardized estimate shows an extremely weak effect size, while the CR value of 0.101 and the p-value of 0.920 confirm that the relationship is statistically insignificant far beyond the 0.05 threshold. This negligible coefficient reflects that EO contributes almost no explanatory power to the variance of marketing performance. Furthermore, when examined within the structural model, the R^2 value for marketing performance suggests that EO is not a meaningful predictor in explaining its variation. This finding also raises the possibility of additional statistical issues, such as multicollinearity with other constructs, model misspecification, or even suppression effects that may weaken EO's direct influence. In many SEM studies, such conditions lead to underestimated structural coefficients even when the theoretical relationship is expected to be positive.

From a theoretical perspective, the nonsignificant effect aligns with contemporary literature emphasizing that EO rarely influences performance directly but instead operates through mediating mechanisms. For instance, Wales, Gupta, and Mousa (2013) argue that the effect of EO on firm performance

is contingent on contextual and strategic variables. Lumpkin and Dess (1996) similarly highlight that EO's impact is situational and depends on environmental dynamism, learning orientation, and competitive strategies. More recent empirical evidence by Rauch et al. (2009) and Wiklund & Shepherd (2011) demonstrates that EO often requires complementary capabilities such as competitive advantage, product innovation, or market orientation—to translate into superior marketing outcomes. This is consistent with findings by Merakati et al. (2017), but also supported by broader international research showing that EO's influence becomes significant only when mediated or moderated by strategic resources and market-based competences.

Thus, the present findings suggest that entrepreneurial behaviors displayed by SME owners such as innovativeness, risk taking, and proactiveness are insufficient on their own to enhance marketing performance. EO must interact with enabling mechanisms such as innovation capability, dynamic capability, competitive positioning, or strategic marketing practices for its benefits to materialize. Without these complementary drivers, EO remains a weak predictor in the structural model, resulting in the insignificant statistical outcome observed in this study (Ermawati et al., 2024; Merakati & Rusdarti, 2017; Sidarman et al., 2025).

The SEM results indicate that ecopreneurship has a positive and statistically significant direct effect on marketing performance ($\beta = 0.547$; CR = 3.922; $p < 0.001$). Within the context of SEM interpretation, this coefficient represents a large effect size, positioning ecopreneurship as one of the most influential predictors of marketing performance in the proposed model. When compared with other structural paths, the magnitude of this effect exceeds that of competitive advantage on marketing performance ($\beta = 0.258$) and contrasts sharply with the negligible direct effect of entrepreneurial orientation ($\beta = 0.008$). This comparison highlights that sustainability-oriented entrepreneurial practices exert a more immediate and substantial impact on marketing outcomes than general entrepreneurial traits or indirect competitive mechanisms.

From a theoretical perspective, the strength of this relationship can be explained by ecopreneurship theory and contemporary marketing strategy frameworks. Ecopreneurship embeds environmental values directly into the firm's value proposition, allowing sustainability to function not merely as an operational attribute but as a market-facing strategic signal. According to value-based marketing and signaling theory, eco-friendly practices communicate credibility, ethical commitment, and long-term orientation to consumers, which enhances brand trust and perceived value. These mechanisms help explain why ecopreneurship exerts a strong direct influence on marketing performance, particularly in markets where consumers increasingly integrate environmental considerations into their purchasing decisions.

Moreover, from a resource-based view (RBV) perspective, ecopreneurial capabilities such as green innovation, sustainable sourcing, and environmentally responsible production constitute strategic resources that are valuable, relatively rare, and difficult to imitate. Unlike entrepreneurial orientation, which reflects behavioral tendencies, ecopreneurship manifests in observable product attributes and marketing narratives that can be directly leveraged in promotional activities. This theoretical distinction clarifies why ecopreneurship has a stronger direct effect on marketing performance than entrepreneurial orientation, which primarily influences outcomes through mediating mechanisms such as competitive advantage.

Empirically, these findings extend prior studies by demonstrating not only that ecopreneurship improves marketing performance, but also why its impact is substantial. While earlier research (e.g., Wani & Dhami, 2016; Octavini et al., 2023) established positive associations, the present study shows that ecopreneurship operates as a dominant strategic driver within the structural model, exerting both direct market influence and indirect effects through competitive advantage. This clarifies the strategic role of ecopreneurship as an integrative mechanism linking sustainability orientation with tangible marketing outcomes.

Nevertheless, the magnitude of this effect remains contingent upon contextual conditions. The strong relationship observed in this study suggests that the sampled SMEs operate in market environments where environmental awareness is sufficiently developed and where sustainability-based differentiation is recognized by consumers. In contexts with lower environmental sensitivity or limited marketing communication capabilities, the direct effect of ecopreneurship on marketing performance may be weaker.

Therefore, the findings imply that ecopreneurship yields the strongest marketing returns when environmental initiatives are strategically communicated and aligned with market expectations. Overall, the results reinforce the view that ecopreneurship is not merely an ethical response to environmental challenges, but a theoretically grounded and strategically powerful driver of marketing performance, particularly when sustainability is integrated into innovation, branding, and market communication strategies (Christina et al., 2024; Octavini et al., 2023).

CONCLUSION

Based on the findings of this study, it can be concluded that ecopreneurship and competitive advantage significantly influence the marketing performance of culinary SMEs in Cimahi City, while entrepreneurial orientation contributes indirectly through the mediation of competitive advantage. Ecopreneurship plays a substantial role in enhancing marketing performance, underscoring the strategic importance of environmentally friendly practices and sustainable innovation in contemporary business competition. Competitive advantage emerges as a crucial mechanism that strengthens the effects of both ecopreneurship and entrepreneurial orientation on marketing performance, indicating that innovation, risk-taking, and proactiveness must be translated into distinctive value and differentiation to generate tangible marketing outcomes. Conversely, entrepreneurial orientation does not exhibit a direct significant effect on marketing performance, suggesting that without a clear competitive positioning, entrepreneurial behaviors alone are insufficient to improve market results. Overall, the study affirms that strong ecopreneurship, when supported by well-developed competitive advantage, constitutes an effective strategic pathway for improving SME marketing performance; therefore, culinary entrepreneurs in Cimahi are encouraged to continuously develop eco-friendly and innovative business practices while focusing on creating unique value that differentiates them from competitors. Nevertheless, this study is subject to several limitations that should be acknowledged.

The research is limited to culinary SMEs in Cimahi City, restricting the generalizability of the findings to other sectors or regions with different social, economic, and business characteristics. The cross-sectional nature of the data collection also prevents the analysis of long-term behavioral changes and dynamic relationships among variables. In addition, the exclusive use of a quantitative questionnaire-based approach limits the exploration of deeper psychological, cultural, and contextual factors that may influence the implementation of ecopreneurship and entrepreneurial orientation. Furthermore, although SEM was employed to examine the relationships among variables, other external factors such as government support, access to capital, technological capability, and digital readiness were not incorporated into the model and may also affect marketing performance. Accordingly, future research is recommended to expand the study area to other cities or provinces to enhance generalizability, adopt longitudinal designs to capture long-term effects, and apply qualitative or mixed-method approaches to gain richer insights into entrepreneurial behavior and sustainability practices. Future studies are also encouraged to integrate additional contextual variables, such as government policies, digital literacy, and technological access, to provide a more comprehensive understanding of SME marketing performance in an increasingly competitive and sustainability-oriented business environment.

REFERENCES

Al-Mawali, H., Alawamleh, E., Allozi, Y., Nawaiseh, A., & Alshurideh, M. (2025). Strategic Management Accounting, Business Analytics and Sustainable Competitiveness Advantage: A Mediated Moderation Effect of Dynamic Capabilities and Competition Intensity. *Uncertain Supply Chain Management*, *13*(3), 557-574. https://doi.org/10.5267/j.uscm.2024.8.011

Ambarwati, D., Munawaroh, N. A., Ramadhan, T. S., & Rahmadi4, A. N. (2025). The Role of Entrepreneurial Marketing and Entrepreneurial Orientation in Improving SMEs Performance (Study on Kampung Tahu Kediri). *Jurnal Ekonika : Jurnal Ekonomi Universitas Kadiri*, *10*.

Ariyani, R. M., Dhameria, V., & Suyitno, S. (2022). *Pengaruh Daya Tarik Wisata dan Promosi Media Sosial terhadap Minat Berkunjung Kembali Wisatawan di Waduk Setu Patok Kabupaten Cirebon*. *JPEKA: Jurnal Pendidikan Ekonomi, Manajemen dan Keuangan*, *6*(2), 133-147. https://doi.org/10.26740/jpeka.v6n2.p133-147

Ariyanis, R. M., Dhameria, V., & Pratiwi, E. (2021). The Effect of Promotions Through Instagram Social Media on Purchase Decisions at the Shopee Marketplace. *Jurnal Mantik*, *5*(3).

Banerjee, S. B. (2016). Who Sustains Whose Development? Sustainable Development and the Reinvention of Nature. *Organization Studies*, *24*(1), 143-180. https://doi.org/10.1177/0170840603024001341

Barney, J. (2001). The resource-based view of the firm: Ten years after 1991. *Journal of Management*, *27*(6), 625-641. https://doi.org/10.1177/014920630102700601

Bouncken, R., Brem, A., & Kraus, S. (2016). Multi-Cultural Teams as Sources for Creativity and Innovation: The Role of Cultural Diversity on Team Performance. *International Journal of Innovation Management*, *20*(01). https://doi.org/10.1142/s1363919616500122

Christina, L., Young, F. C., & Siswanti, I. (2024). Ecopreneurship For Sustainability Business In Millennial Generation. *Jurnal Riset Bisnis dan Manajemen*, *17*(2), 117-124.

Cometto, T., Nisar, A., Palacios, M., Le Meunier-FitzHugh, K., & Labadie, G. J. (2016). Organizational Linkages for New Product Development: Implementation of Innovation Projects. *Journal of Business Research*, *69*(6), 2093-2100. https://doi.org/10.1016/j.jbusres.2015.12.014

Dahana, R. N., & Mugiono, N. K. I. (2021). Competitive Advantage to Mediate The Influence of Product Innovation and Entrepreneurial Orientation on Marketing Performance in Small and Medium Industry. *JAM*.

Dhameria, V., & Ghozali, I. (2020). *Analisis Pengaruh Motivasi Kerja Dan Gaya Kepemimpinan Pancasila Terhadap Kinerja Pegawai Melalui Komitmen Organisasi*. *JPEKA: Jurnal Pendidikan Ekonomi, Manajemen dan Keuangan*, *4*(2), 127-138. https://doi.org/10.26740/jpeka.v4n2.p127-138

Dhameria, V., Ghozali, I., Hidayat, A., & Aryanto, V. D. W. (2021). Networking Capability, Entrepreneurial Marketing, Competitive Advantage, and Marketing Performance. *Uncertain Supply Chain Management*, *9*, 941–948. https://doi.org/10.5267/j.uscm.2021.7.007

Dhameria, V., Nurnilasari, N., Mahmud, M., & Kwartawati, N. N. (2024). Influence E-Commerce Regarding Consumer Behavior on The Shopee Application. *International Journal of Accounting, Management and Economics Research*, *2*(1), 140-159.

Dhameria, V., & Sigarlaki, F. F. (2024). *Penerapan dan Pengembangan Pada Umkm Melalui Digital Marketing, Inovasi dan Perhitungan Hpp Pada Pada Umkm ARMfood*. *Jurnal Penelitian dan Pengabdian Kepada Masyarakat UNSIQ*, *11*(3).

Dhameria, V., Syahriawiti, W., & Ariyani, R. M. (2022). *Analisis Pengaruh Eco Innovation dan Kapabilitas Teknologi Terhadap Kinerja Pemasaran Pada UKM Batik Cirebon Prosiding Seminar Nasional Dan Call For Paper Konsorsium Untag Se - Indonesia Tahun 2022*.

Ermawati, E., Budiyanto, B., & Suwitho, S. (2024). The Effects of Internal Driver, External Pressure and Green Entrepreneurial Orientation (GEO) on Green Supply Chain Management (GSCM) Performance Through GSCM Practice in Wood Processing Companies in Lumajang District. *Uncertain Supply Chain Management*, *12*(2), 633-648. https://doi.org/10.5267/j.uscm.2024.1.020

Erna, Chaichotchuang, E., Ariyani, R. M., Dhameria, V., Mahmud, M., & Hermani, B. (2024). The Influence of Entrepreneurial Competence and The Utilization of Digital Marketing to Improve Business Performance in The Community of Weru Kidul Village, Weru District, Cirebon District. *International Journal of Accounting, Management and Economics Research*, *2*(1).

Farida, I., & Setiawan, D. (2022). Business Strategies and Competitive Advantage: The Role of Performance and Innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, *8*, 163. https://doi.org/10.3390/joitmc8030163

Ferdinand, A. (2001). Marketing Strategy Making: *Proses & Agenda Penelitian*. *Jurnal Sains Pemasaran Indonesia, Volume I, No. 1* 1 - 22.

Floh, A., Zauner, A., Koller, M., & Rusch, T. (2014). Customer Segmentation Using Unobserved Heterogeneity in the Perceived-Value–Loyalty–Intentions Link. *Journal of Business Research*, *67*(5), 974-982. https://doi.org/10.1016/j.jbusres.2013.08.003

Garrett, R. P., Covin, J. G., & Slevin, D. P. (2009). Market Responsiveness, Top Management Risk Taking, and The Role of Strategic Learning as Determinants of Market Pioneering. *Journal of Business Research*, *62*(8), 782-788. https://doi.org/10.1016/j.jbusres.2008.06.006

Genoveva, G., & Levina, L. (2019). The Green Marketing Mix: A Review of Customers' Body Shop Purchase Intention. *Jurnal Muara Ilmu Ekonomi dan Bisnis*, *3*(2). https://doi.org/10.24912/jmieb.v3i2.7386

Gunawan, J., Wibawa, B. M., & Baihaqi, I. (2021). Exploring Women Ecopreneurship: A Preliminary Study from Lombok - Indonesia. *Advances in Economics, Business and Management Research*, *202*.

Gundolf, K., Gast, J., & GÉRaudel, M. (2017). Startups' Innovation Behaviour: An Investigation into the Role of Entrepreneurial Motivations. *International Journal of Innovation Management*, *21*(07). https://doi.org/10.1142/s1363919617500542

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). Multivariate Data Analysis (7th Edition) 7th Edition.

Heriyono, & Dhameria, V. (2025). Building Organizational Citizenship Behavior to Improve Employee Performance at PT. Agro Karunia Bestari. *Jurnal Riset Bisnis dan Manajemen*, *18*(1).

Hunt, S. D. (2013). A General Theory of Business Marketing: R-A theory, Alderson, the ISBM Framework, and the IMP Theoretical Structure. *Industrial Marketing Management*, *42*(3), 283-293. https://doi.org/10.1016/j.indmarman.2013.02.002

Hunt, S. R. S. D. (2008). The Service-Dominant Logic and a Hierarchy of Operant Resources: Developing Masterful Operant Resources and Implications for Marketing Strategy.

Jacinta Moreira, M. J. S., Jorge Simoes, Gastao Sousa. (2012). Marketing Innovation: Study of Determinants of Innovation in the Design and Packaging of Goods and Services Application to Portuguese Firms. *Contemporary Management Research*, *Vol. 8, No. 2*, Pages 117-130.

Kristinae, V., Sambung, R., Meitiana, M., Mering, L., Dwiatmadja, C., & Tunjang, H. (2023). Application of RBV Theory in Entrepreneurial Orientation, Dynamic Capability and Customer Relationship Management. *Uncertain Supply Chain Management*, *11*(2), 707-712. https://doi.org/10.5267/j.uscm.2023.1.010

Kumar, P. (2015). Green Marketing Innovations in Small Indian Firms. *World Journal of Entrepreneurship, Management and Sustainable Development*, *Vol. 11 No. 3.* pp. 176-190. https://doi.org/10.1108/WJEMSD-01-2015-0003

Kumar, V., & Christodoulopoulou, A. (2014). Sustainability and Branding: an Integrated Perspective. *Industrial Marketing Management*, *43*(1), 6-15. https://doi.org/10.1016/j.indmarman.2013.06.008

Kusumah, A. I., Dhameria, V., & Setiawan, I. (2024). Influence of Food Choices, Shopping Routines, Food Handling, and Waste Prevention Behaviors on Food Waste Behavior in Bandung City. *Indonesian Journal of Business Analytics (IJBA)*, *4*(2), 533-548. https://doi.org/10.55927/ijba.v4i2.8619

Lotfi, M., Yousefi, A., & Jafari, S. (2018). The Effect of Emerging Green Market on Green Entrepreneurship and Sustainable Development in Knowledge-Based Companies. *Sustainability*, *10*. https://doi.org/10.3390/su10072308

Mahmud, M., Dhameria, V., & Putra, F. I. F. S. (2024). Promice: The Role of Brand Awareness Between Promotion, MICE Intensity and Tourists' Revisiting Intention. *Kurdish Studies*, *12*(1), 484-498. https://doi.org/10.58262/ks.v12i1.032

Mediaty, Diza Kurnianty, J., & Abdul Hamid, H. (2023). Green Innovation for Small-to Medium-Sized Enterprises (SMEs): Systematic Literature Review. *Indonesian Journal of Economic & Management Sciences*, *1*(6), 791-804. https://doi.org/10.55927/ijems.v1i6.7274

Mejía-Trejo, J., Sánchez-Gutiérrez, J., & Maldonado-Guzman, G. (2016). The Customer Knowledge Management and Innovation. *Contaduría y Administración*. https://doi.org/10.1016/j.cya.2015.11.011

Merakati, I., & Rusdarti, W. (2017). *Pengaruh Orientasi Pasar,Inovasi, Orientansi Kewirausahaan melalui Keunggulan Bersaing Terhadap Kinerja Pemasaran*. *Journal of Economic Education*, *6* (2), 114 - 123.

Nasir, M., Arief, M., Alamsjah, F., & Elidjen, E. (2024). Systematic Literature Review: The Role of Innovation and Competitive Advantage of Micro, Small, and Medium Enterprises as Mediation Variables. *Quantitative Economics and Management Studies*, *5*(3), 600-612. https://doi.org/10.35877/454RI.qems2610

Ngo, Q.-H. (2021). Does Strategic Alignment Matter When SMEs Adopt Entrepreneurial Orientation? an Empirical Examination in Vietnam. *Uncertain Supply Chain Management*, *9*(3), 577-584. https://doi.org/10.5267/j.uscm.2021.6.003

Octavini, N. A., Puspitasari, A. D., & Yana1, N. (2023). *Bagaimana Meningkatkan Kinerja Pemasaran Melalui Model Entrepreneurial Marketing Pada Ecopreneurship? Jurnal Ilmiah Manajemen dan Bisnis*, *24*(2), 115-134. https://doi.org/10.30596/jimb.v24i2.16448

Papadas, K.-K. (2017). Green Marketing Orientation: Conceptualization, Scale Development and Validation. https://doi.org/10.1016/j.jbusres.2017.05.024

Pasaribu, F., Bulan, T. R. N., Muhar, A. M., & Astuty, W. (2022). Supply Chain Management of Entrepreneurial Competence Through Cultural Orientation and Cross Cultural Competence. *Uncertain Supply Chain Management*, *10*(2), 417-424. https://doi.org/10.5267/j.uscm.2021.12.010

Perdana, R., & Prasasti, A. (2023). Entrepreneurial Orientation, Company Performance, and Competitive Advantage in Indonesian Culinary SMEs. *Small Business International Review*, *7*(1). https://doi.org/10.26784/sbir.v7i1.547

Porter, S. S., Wiener, J. L., & Frankwick, G. L. (2003). The Moderating Effect of Selling Situation on the Adaptive Selling Strategy–Selling Effectiveness Relationship. *Journal of Business Research*, *56*(4), 275-281. https://doi.org/10.1016/s0148-2963(02)00440-x

Rauch, A., Wiklund, J., Lumpkin, G. T., & Frese, M. (2009). Entrepreneurial Orientation and Business Performance: An Assessment of Past Research and Suggestions for the Future. *Entrepreneurship Theory and Practice*, *33*(3), 761-787. https://doi.org/10.1111/j.1540-6520.2009.00308.x

Sahoo, S., & Yadav, S. (2017). Entrepreneurial Orientation of SMEs, Total Quality Management and Firm Performance. *Journal of Manufacturing Technology Management*, *28*(7), 892-912. https://doi.org/10.1108/jmtm-04-2017-0064

Salih, A. A., Alsalhi, L., & Abou-Moghli, A. (2024). Entrepreneurial Orientation and Digital Transformation as Drivers of High Organizational Performance: Evidence from Iraqi Private Banks. *Uncertain Supply Chain Management*, *12*(1), 9-18. https://doi.org/10.5267/j.uscm.2023.10.022

Sidarman, S., Pono, M., Munizu, M., & Umar, F. (2025). The Influence of Organizational Culture, Owner Characteristics, Government Intervention, on Entrepreneurial Orientation and Its Implications for Business Performance in MSMEs in the Culinary Field. *Uncertain Supply Chain Management*, *13*(1), 55-72. https://doi.org/10.5267/j.uscm.2024.7.015

Tumaku, J. (2024). The Relationship Between Regulatory Focus and Innovative Performance of SMEs in Ghana: The Role of Entrepreneurial Resilience, Orientation and Learning. *Management Science Letters*, *14*(2), 127-138. https://doi.org/10.5267/j.msl.2023.9.001

Udayana, A. A. G. B., Fatmawaty, A. S., Makbul, Y., Priowirjanto, E. S., Ani, L. S., Siswanto, E., Susanti, W., & Andriani, S. (2024). Investigating The Role of e-Commerce Application and Digital Marketing Implementation on the Financial and Sustainability Performance: an Empirical Study on Indonesian SMEs. *International Journal of Data and Network Science*, *8*(1), 167-178. https://doi.org/10.5267/j.ijdns.2023.10.007

Uma, S. (2003). Research Methods For Business: A Skill Building. *Aproach, New York-USA: John Wiley and Sons, Inc*.

Vita Dhameria. (2014). *Analisis Pengaruh Keunikan Desain Kemasan Produk, Kondusivitas Store Environment, Kualitas Display Produk Terhadap Keputusan Pembelian Impulsif (Studi pada Pasaraya Sri Ratu Pemuda Semarang). Jurnal Sains Pemasaran Indonesia*, *XIII*(1), 1 - 44.

Wani, M. N. U. H., & Dhami, D. J. K. (2016). Ecopreneurship: The Reality Cultured for Today and Tomorrow? *Lovely Professional University, Punjab, India., CT Group of Institutions, Punjab, India.*

Wiklund, J., & Shepherd, D. (2005). Entrepreneurial Orientation and Small Business Performance: a Configurational Approach. *Journal of Business Venturing*, *20*(1), 71-91. https://doi.org/10.1016/j.jbusvent.2004.01.001

Zhang, S., van Doorn, J., & Leeflang, P. S. H. (2014). Does The Importance of Value, Brand and Relationship Equity for Customer Loyalty Differ Between Eastern and Western Cultures? *International Business Review*, *23*(1), 284-292. https://doi.org/10.1016/j.ibusrev.2013.05.002