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Entrepreneurial Orientation and Market Orientation on Business Growth through Entrepreneurial Marketing Capability in Micro Enterprises

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Abstract. Micro enterprises play an important role in economic development but often face resource, market access, and marketing capability constraints that limit their growth. This study examines the effects of Entrepreneurial Orientation (EO) and Market Orientation (MO) on Business Growth (BG) through Entrepreneurial Marketing Capability (EMC) in micro enterprises. A quantitative explanatory research approach was employed with 150 micro-enterprise owners or primary managers selected through purposive sampling. Data were collected using a Likert-scale questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that EO and MO have positive and significant effects on EMC and business growth. EMC also has a positive and significant effect on business growth and partially mediates the relationships between EO and business growth and between MO and business growth. These findings demonstrate that entrepreneurial behavior and market responsiveness become more effective in supporting growth when translated into flexible and opportunity-driven marketing capabilities. The study implies that micro enterprises should integrate innovation, proactiveness, market knowledge, and adaptive marketing practices to strengthen competitiveness and achieve sustainable business growth.

Keywords: Business Growth; Entrepreneurial Marketing Capability; Entrepreneurial Orientation; Market Orientation; Micro Enterprises.

1. INTRODUCTION

Micro enterprises play a strategic role in economic development because they contribute to employment creation, productive activity, income generation, and broader economic participation. Their relatively accessible business structures also enable individuals with limited resources to participate in entrepreneurial activities and create new sources of livelihood. The development of micro, small, and medium enterprises (MSMEs) has consequently been associated with broader economic growth and national development across different economic contexts (Awashreh, 2025; Woźniak et al., 2019). Beyond their economic contribution, micro enterprises can expand business opportunities, encourage local entrepreneurship, and strengthen community-level economic resilience. Their continued development is therefore important for promoting inclusive and sustainable economic growth.

Despite their economic importance, micro enterprises operate under substantial constraints that may restrict their ability to survive and grow. Limited financial resources, insufficient technological capacity, weak managerial competencies, and restricted access to skilled labor can prevent these businesses from responding effectively to changing competitive environments. Access to capital alone may also be insufficient because managerial decisions and behavioral factors can influence MSME growth trajectories (Esubalew, 2024). Furthermore, inadequate marketing capabilities and limited access to broader markets make it

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difficult for micro enterprises to acquire customers and develop sustainable competitive positions (Lohith et al., 2018). These conditions highlight the importance of strategic capabilities that enable resource-constrained enterprises to achieve sustained business growth.

One strategic factor that may strengthen business growth is entrepreneurial orientation (EO), which reflects organizational tendencies toward innovativeness, proactiveness, and calculated risk-taking. An entrepreneurial orientation encourages firms to identify opportunities, introduce new approaches, and respond proactively to environmental changes rather than merely reacting to competitors. Previous research indicates that EO can contribute to performance and growth by supporting opportunity exploitation and competitive behavior (Perin et al., 2019; Reijonen et al., 2015). However, entrepreneurial behavior alone may not consistently produce superior outcomes because its effectiveness depends on complementary organizational and market capabilities (Lonial & Carter, 2015). Consequently, micro enterprises require mechanisms that translate entrepreneurial initiatives into commercially effective actions.

In addition to entrepreneurial orientation, market orientation (MO) provides an important foundation for understanding customers, competitors, and changing market conditions. Market-oriented firms systematically acquire and use market information to identify customer expectations and formulate appropriate value propositions (Andreou et al., 2020; Chen et al., 2020). This orientation can support innovation by ensuring that business decisions remain aligned with market demand and competitive developments (Bermúdez-Hernández et al., 2021). Evidence from MSMEs also demonstrates that entrepreneurial and market orientations can contribute to stronger competitive positions and business performance (Kajalo & Lindblom, 2015; Yaskun et al., 2023). Thus, integrating entrepreneurial initiatives with market knowledge may be particularly valuable for resource-constrained micro enterprises.

The effectiveness of these strategic orientations may nevertheless depend on entrepreneurial marketing capability (EMC), which enables firms to transform entrepreneurial initiatives and market knowledge into flexible, innovative, and opportunity-driven marketing actions. The combination of entrepreneurial and market orientations can strengthen entrepreneurial marketing behaviors and facilitate adaptation to dynamic environments (Siriyota, 2025). Entrepreneurial marketing has also been associated with small-business growth because it supports opportunity recognition, customer value creation, and adaptive marketing practices under resource constraints (Hamzah et al., 2023). More broadly, marketing capabilities can explain how strategic orientations are converted into performance outcomes

(Cruz Rincon et al., 2023; Shanka et al., 2025). EMC may therefore represent an important mechanism connecting EO and MO with business growth.

However, existing literature leaves an important gap concerning this mechanism within micro enterprises. Previous studies have predominantly examined SMEs, retailers, emerging-market firms, or broader MSME populations, while evidence specifically addressing micro enterprises remains comparatively limited (Cruz Rincon et al., 2023; Guzmán, 2025; Yaskun et al., 2023). Moreover, research has frequently emphasized direct relationships between EO, MO, and performance or examined general marketing capabilities as mediators, rather than EMC as a distinct mediating capability (Rincon et al., 2023; Shanka et al., 2025). Therefore, this study analyzes the effects of EO and MO on micro-enterprise business growth and examines the mediating role of EMC, thereby clarifying how strategic orientations are translated into sustainable growth.

2. LITERATURE REVIEW

Micro Enterprises

Micro enterprises represent business entities that generally operate with relatively limited resources, organizational structures, and managerial capacities. From a Resource-Based View (RBV) perspective, their development can be understood through the configuration and utilization of internal resources that support organizational activities and competitive positioning. Dhrubo et al. (2024) emphasize the importance of reconsidering how organizational resources are conceptualized because differences in resource characteristics can influence their strategic relevance. Rather than depending solely on the quantity of resources available, micro enterprises must effectively combine and utilize what they possess. This perspective provides an appropriate foundation for understanding how resource-constrained micro enterprises establish organizational capabilities and pursue sustainable business development.

Entrepreneurial Orientation

Entrepreneurial orientation (EO) represents a strategic posture that reflects how firms identify opportunities and undertake entrepreneurial activities in competitive environments. Lumpkin & Dess, (2015) explain EO as an important concept for understanding organizational entrepreneurial processes and strategic behavior. Innovativeness encourages firms to experiment with new ideas and approaches, whereas risk-taking reflects their willingness to commit resources under uncertain conditions. Proactiveness involves anticipating environmental developments and pursuing emerging opportunities before competitors respond.

These entrepreneurial characteristics are particularly relevant to micro enterprises because limited resources require businesses to identify and exploit opportunities efficiently. Accordingly, stronger EO can facilitate organizational adaptability, entrepreneurial decision-making, competitive responses, and the pursuit of sustainable business growth.

Market Orientation

Market orientation (MO) represents a strategic orientation that directs organizational attention toward market requirements, customer expectations, and changing competitive conditions. From an RBV perspective, market knowledge can be considered an organizational resource when it provides strategically useful information for business decision-making. Münter (2025) explains that internal resources become strategically meaningful when firms can utilize them to establish advantages over competitors. Market information therefore needs to be transformed into organizational actions rather than merely collected. Holz (2025b) further emphasizes the strategic importance of effectively exploiting firm-specific resources. For micro enterprises, MO can consequently facilitate market responsiveness, customer value creation, environmental adaptation, and the development of stronger competitive positions.

Entrepreneurial Marketing Capability

Entrepreneurial marketing capability (EMC) refers to the organizational capacity to integrate entrepreneurial behavior with flexible and opportunity-oriented marketing activities. This capability enables firms to transform available knowledge and resources into marketing actions appropriate to changing business environments. Chiaroni & Urbinati, (2023) demonstrate the strategic importance of core resources and competencies in facilitating the development and transformation of organizational activities. Applied to micro enterprises, this perspective suggests that marketing capabilities can help firms utilize limited resources more creatively and efficiently. EMC therefore provides a mechanism for converting entrepreneurial initiatives and market understanding into customer-oriented actions, opportunity exploitation, innovative marketing practices, and competitive responses that potentially contribute to sustainable business development.

Business Growth

Business growth represents the progressive development of a firm's economic and organizational activities and may be reflected in increased sales, customers, market coverage, productive capacity, or overall performance. From an RBV perspective, differences in growth can emerge because firms possess different combinations of resources and capabilities. Münter (2025) highlights internal resources as fundamental elements in explaining differences in organizational competitiveness and performance. However, possession of resources alone does not guarantee superior outcomes because firms must effectively organize and exploit those resources. Holz (2025b) similarly emphasizes the strategic role of firm-specific resources in creating competitive advantages. Consequently, micro-enterprise growth depends substantially on the effective development and deployment of internal organizational capabilities.

Resource-Based View

The Resource-Based View (RBV) provides an important theoretical foundation for explaining differences in organizational performance through internal resources and capabilities. Dhrubo et al. (2024) emphasize that understanding the nature and configuration of organizational resources is fundamental to explaining their strategic contribution. RBV assumes that firms differ because they possess heterogeneous resources that can produce different competitive outcomes. Münter (2025) further positions internal resources as important foundations of firm-level competitive advantage. The strategic potential of these resources can be evaluated through the VRIN/VRIO framework. Holz (2025) explains that this framework assesses resources according to characteristics such as value, rarity, imitability, and organizational exploitation in generating sustained competitive advantage.

Entrepreneurial Orientation Theory

Entrepreneurial Orientation Theory provides a conceptual basis for explaining how entrepreneurial strategic postures influence organizational behavior and business outcomes. Lumpkin & Dess, (2015) position EO as an important framework for understanding the processes through which organizations engage in entrepreneurial activities. Innovativeness enables firms to pursue new ideas and solutions, while risk-taking encourages resource commitment despite uncertain outcomes. Proactiveness directs organizations toward anticipating changes and exploiting opportunities ahead of competitors. Within micro enterprises, these characteristics may be particularly important because businesses frequently operate under resource constraints and competitive uncertainty. EO can therefore provide behavioral mechanisms through which available resources are mobilized toward opportunity recognition, strategic adaptation, competitive actions, and business development.

Business Orientation, Marketing Capabilities, and Business Growth

The relationship between strategic orientation, organizational capabilities, and business growth can be understood through the manner in which firms transform available resources into competitive activities. Dhrubo et al. (2024) emphasize that differences in resource configurations can influence organizational strategic outcomes. Entrepreneurial orientation complements this perspective by explaining how entrepreneurial behavior directs organizational actions toward emerging opportunities. Lumpkin & Dess, (2015) identify entrepreneurial strategic posture as an important foundation for understanding such opportunity-seeking behavior. Meanwhile, organizational competencies provide mechanisms for transforming resources into productive activities. Chiaroni & Urbinati, (2023) demonstrate that core competencies and resources can serve as catalysts for organizational transformation, supporting the development of strategically relevant business capabilities.

Theoretical Integration and Research Framework

The integration of RBV and Entrepreneurial Orientation Theory provides a coherent framework for explaining business growth among micro enterprises. RBV emphasizes the strategic contribution of internal resources and organizational capabilities to competitive outcomes. Münter (2025) identifies resources as central elements for understanding differences in firm competitiveness. Meanwhile, Entrepreneurial Orientation Theory explains how entrepreneurial behaviors guide firms in exploiting opportunities and responding to uncertain environments (Lumpkin & Dess, 2015). Within this framework, EO and MO can be positioned as strategic orientations guiding entrepreneurial and market-related activities. EMC subsequently represents a capability that transforms these orientations into marketing actions, providing a potential mediating mechanism through which strategic orientations contribute to micro-enterprise business growth.

3. RESEARCH METHOD

This study uses a quantitative explanatory research approach involving 150 micro-enterprise owners or primary managers selected through purposive sampling. Data are collected using a Likert-scale questionnaire measuring Entrepreneurial Orientation (EO), Market Orientation (MO), Entrepreneurial Marketing Capability (EMC), and Business Growth (BG). The data are analyzed using PLS-SEM to assess the measurement and structural models and to examine the direct effects of EO and MO on business growth and the mediating role of EMC in these relationships.

4. RESULTS AND DISCUSSION

Results

Profile of Micro Enterprises

The study involved 150 micro enterprises operating across several business sectors. Food and beverage enterprises constituted the largest group (38.0%), followed by retail and trading (26.0%), services (20.0%), and creative and production businesses (16.0%). Regarding business age, 41.3% had operated for more than five years, 40.0% for two to five years, and

18.7% for less than two years. These characteristics indicate that most participating enterprises had accumulated sufficient operational experience to assess their entrepreneurial behavior, market responsiveness, marketing capabilities, and business development. The diversity of sectors also provides a broader representation of the conditions experienced by micro enterprises.

Table 1. Profile of Micro Enterprises.

Characteristic	Category	Frequency	Percentage
Business sector	Food and beverage	57	38.0%
	Retail and trading	39	26.0%
	Services	30	20.0%
	Creative and production	24	16.0%
Business age	< 2 years	28	18.7%
	2–5 years	60	40.0%
	> 5 years	62	41.3%

Characteristics of Business Owners

The respondents consisted of micro-enterprise owners or primary managers who were directly involved in business decision-making. Male respondents represented 54.0% of the sample, while female respondents accounted for 46.0%. Most respondents were aged 31–40 years (36.0%), followed by those aged 41–50 years (30.0%). In terms of education, 42.0% had completed senior high school, while 38.0% held diploma or bachelor's degrees. These characteristics demonstrate that the respondents represented diverse demographic backgrounds while maintaining direct managerial involvement, making them appropriate sources of information for evaluating entrepreneurial orientation, market orientation, entrepreneurial marketing capability, and business growth.

Table 2. Characteristics of Respondents.

Characteristic	Category	Frequency	Percentage
Gender	Male	81	54.0%
	Female	69	46.0%
Age	≤ 30 years	30	20.0%
	31–40 years	54	36.0%
	41–50 years	45	30.0%
	> 50 years	21	14.0%
Education	Junior high school or below	18	12.0%
	Senior high school	63	42.0%
	Diploma/Bachelor	57	38.0%
	Postgraduate	12	8.0%

Marketing Strategies Used

Micro enterprises combined conventional and digital marketing strategies to reach their customers. Social media was the most frequently used marketing channel (76.0%), followed by word-of-mouth marketing (68.0%), marketplaces (52.0%), direct selling (48.0%), and paid digital advertising (24.0%). The findings indicate that accessible digital channels have become important marketing instruments for micro enterprises, although relationship-based approaches remain widely used. The relatively high utilization of social media demonstrates the tendency of micro enterprises to employ flexible and affordable marketing channels. Such practices are particularly relevant to entrepreneurial marketing because they allow businesses to interact directly with customers and respond quickly to emerging market opportunities.

Table 3. Marketing Strategies Used by Micro Enterprises.

Marketing Strategy	Frequency	Percentage
Social media	114	76.0%
Word of mouth	102	68.0%
Marketplace	78	52.0%
Direct selling	72	48.0%
Paid digital advertising	36	24.0%

Descriptive Statistics

Descriptive statistics demonstrate relatively high perceptions across the four research constructs. Market Orientation (MO) obtained the highest mean value of 4.02, followed by Entrepreneurial Marketing Capability (EMC) at 3.95 and Entrepreneurial Orientation (EO) at 3.91. Business Growth (BG) recorded a mean value of 3.82. These results indicate that micro enterprises generally demonstrate market-oriented and entrepreneurial behaviors while possessing relatively strong entrepreneurial marketing capabilities. Nevertheless, the slightly lower score for business growth suggests that strong strategic orientations and marketing capabilities do not automatically generate equivalent growth levels, supporting the need to examine the structural relationships among these constructs.

Table 4. Descriptive Statistics.

Construct	Mean	Standard Deviation	Interpretation
Entrepreneurial Orientation	3.91	0.61	High
Market Orientation	4.02	0.57	High
Entrepreneurial Marketing Capability	3.95	0.59	High
Business Growth	3.82	0.64	High

Measurement Model Evaluation

The measurement model was evaluated through indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Outer loading values ranged between 0.718 and 0.891, indicating satisfactory indicator reliability. Cronbach's alpha and composite reliability values for all constructs exceeded 0.70, demonstrating adequate internal consistency. Average Variance Extracted (AVE) values ranged between 0.604 and 0.664 and therefore exceeded the recommended threshold of 0.50. These results confirm that EO, MO, EMC, and BG possess satisfactory convergent validity and reliability, allowing the analysis to proceed to the assessment of discriminant validity and the structural relationships among the constructs.

Table 5. Reliability and Convergent Validity.

Construct	Loading Range	Cronbach's Alpha	Composite Reliability	AVE
EO	0.724–0.861	0.846	0.891	0.621
MO	0.731–0.884	0.872	0.908	0.664
EMC	0.718–0.891	0.884	0.914	0.640
BG	0.742–0.876	0.836	0.881	0.604

Discriminant validity was subsequently evaluated using the Heterotrait-Monotrait Ratio (HTMT). All inter-construct HTMT values were below 0.90, ranging from 0.612 to 0.824. The highest value was observed between EMC and BG (0.824), but it remained within the acceptable threshold. These findings indicate that each construct captures a concept that is empirically distinguishable from the other constructs. Therefore, EO, MO, EMC, and BG demonstrate adequate discriminant validity and can be retained as separate constructs in the structural model.

Table 6. HTMT Assessment.

Construct	EO	MO	EMC	BG
EO	—			
MO	0.674	—		
EMC	0.731	0.768	—	
BG	0.612	0.693	0.824	—

Structural Model Evaluation

Before testing the structural relationships, collinearity was assessed using the Variance Inflation Factor (VIF). All inner VIF values ranged from 1.426 to 2.184, indicating no critical multicollinearity among predictor constructs. The model explained 58.6% of the variance in EMC ($R^2 = 0.586$) and 64.2% of the variance in BG ($R^2 = 0.642$). Furthermore, Q^2 values for EMC and BG were 0.367 and 0.391, respectively, demonstrating predictive relevance. The results therefore indicate that EO and MO provide meaningful explanatory power for EMC, while EO, MO, and EMC collectively explain a substantial proportion of variation in micro-enterprise business growth.

Table 7. Structural Model Assessment.

Endogenous Construct	R^2	Q^2	VIF Range
Entrepreneurial Marketing Capability	0.586	0.367	1.426–1.684
Business Growth	0.642	0.391	1.5

Effect-size analysis further indicates differences in the relative contribution of each predictor. MO demonstrated a moderate effect on EMC ($f^2 = 0.261$), while EO showed a moderate effect ($f^2 = 0.184$). EMC generated the strongest effect on BG ($f^2 = 0.238$). Meanwhile, EO and MO produced smaller but meaningful effects on BG, with f^2 values of 0.073 and 0.091, respectively. These findings reinforce the central role of EMC in explaining business growth while showing that entrepreneurial and market orientations also contribute independently to growth outcomes.

Table 8. Effect Size Assessment.

Relationship	f^2	Interpretation
EO → EMC	0.184	Moderate
MO → EMC	0.261	Moderate
EO → BG	0.073	Small
MO → BG	0.091	Small
EMC → BG	0.238	Moderate

Direct Effects

Bootstrapping results demonstrate that all proposed direct relationships are positive and statistically significant. EO positively affects EMC ($\beta = 0.386$, $p < .001$), while MO has an even stronger effect on EMC ($\beta = 0.451$, $p < .001$). EO also positively influences BG ($\beta = 0.218$, $p = .001$), as does MO ($\beta = 0.247$, $p < .001$). Finally, EMC has the strongest direct effect on BG ($\beta = 0.417$, $p < .001$). These findings indicate that entrepreneurial and market orientations contribute directly to growth while also supporting the development of entrepreneurial marketing capabilities.

Table 9. Direct Effect Results.

Relationship	β	*t-statistics*	*p-values*	Result
EO → EMC	0.386	6.214	< .001	Significant
MO → EMC	0.451	7.328	< .001	Significant
EO → BG	0.218	3.267	.001	Significant
MO → BG	0.247	3.684	< .001	Significant
EMC → BG	0.417	6.852	< .001	Significant

Mediation Analysis

The specific indirect effects demonstrate that EMC significantly mediates the relationships between both strategic orientations and business growth. EO has a positive indirect effect on BG through EMC ($\beta = 0.161$, $t = 4.735$, $p < .001$), while MO also has a significant indirect effect through EMC ($\beta = 0.188$, $t = 5.316$, $p < .001$). Because the corresponding direct effects of EO and MO on BG remain positive and significant, EMC represents complementary partial mediation in both relationships. This indicates that EO and MO influence growth independently while simultaneously improving growth through stronger entrepreneurial marketing capabilities.

Table 10. Specific Indirect Effects.

Indirect Relationship	β	*t-statistics*	*p-values*	Mediation
EO → EMC → BG	0.161	4.735	< .001	Partial mediation
MO → EMC → BG	0.188	5.316	< .001	Partial mediation

Discussion

Entrepreneurial Orientation and Entrepreneurial Marketing Capability

The positive relationship between EO and EMC demonstrates that entrepreneurial behavior strengthens the capacity of micro enterprises to implement flexible and opportunity-driven marketing. Innovativeness encourages owners to experiment with products and promotional approaches, while proactiveness enables them to identify emerging opportunities. Risk-taking further supports the willingness to implement marketing initiatives despite uncertain outcomes. This finding is consistent with Siriyota (2025), who demonstrates the relevance of entrepreneurial and market orientations in developing entrepreneurial marketing orientation. It also aligns with the entrepreneurial orientation perspective proposed by Lumpkin & Dess, (2015). Thus, entrepreneurial behavior represents an important foundation for developing marketing capabilities within resource-constrained micro enterprises.

Market Orientation and Entrepreneurial Marketing Capability

MO has a stronger effect on EMC than EO, suggesting that customer and market knowledge represents a particularly important foundation for entrepreneurial marketing activities. Micro enterprises that continuously recognize customer preferences and competitive developments can adapt their marketing strategies more effectively. Bermúdez-Hernández et al. (2021) emphasize the strategic importance of market-oriented approaches in supporting innovation, while Andreou et al. (2020) demonstrate the organizational relevance of market orientation. The current findings extend these arguments by indicating that market orientation does not merely support market responsiveness but also contributes to the development of entrepreneurial marketing capability. Market intelligence therefore provides an important informational foundation for flexible and innovative marketing decisions.

Entrepreneurial Orientation and Business Growth

The significant relationship between EO and BG demonstrates that innovativeness, proactiveness, and calculated risk-taking contribute directly to micro-enterprise development. Entrepreneurial firms are more likely to pursue emerging opportunities, introduce new approaches, and respond proactively to environmental change. Reijonen et al. (2015) similarly identified an important relationship between entrepreneurial orientation and business growth in emerging markets. Guzmán (2025) further demonstrates the relevance of entrepreneurial orientation for SME performance in developing economies. The present findings extend this evidence to the micro-enterprise context, indicating that entrepreneurial strategic behavior remains important even when businesses possess relatively limited financial, technological, and managerial resources.

Market Orientation and Business Growth

The positive influence of MO on BG demonstrates that understanding customer needs and market conditions contributes directly to micro-enterprise growth. Market-oriented businesses can adjust products, services, and marketing approaches according to changes in demand, thereby strengthening customer value and competitive positioning. Kajalo &

Lindblom, (2015) demonstrated the importance of market orientation for performance among small retailers. Similar evidence from Indonesian MSMEs shows that market orientation contributes to business performance and competitive advantage (Yaskun et al., 2023). These findings suggest that micro enterprises should not rely solely on entrepreneurial initiative; sustainable growth also requires continuous learning about customers, competitors, and market developments.

Entrepreneurial Marketing Capability and Business Growth

EMC demonstrates the strongest direct effect on BG, emphasizing its central role in converting strategic intentions into market outcomes. Entrepreneurial marketing capability allows micro enterprises to recognize opportunities, develop flexible marketing responses, interact closely with customers, and utilize limited resources creatively. Hamzah et al. (2023) demonstrate that entrepreneurial marketing orientation is associated with small-business growth, supporting the importance of entrepreneurial marketing practices for business development. The result is also consistent with the resource-based perspective because capabilities enable firms to transform available resources into productive activities. Therefore, micro-enterprise growth depends not only on entrepreneurial and market orientations but also on the capability to operationalize these orientations through effective marketing actions.

Mediating Role of Entrepreneurial Marketing Capability

The mediation analysis represents a central contribution of this study. EMC partially mediates both EO–BG and MO–BG relationships, indicating that entrepreneurial and market orientations generate business growth through direct and capability-based pathways. Cruz Rincon et al. (2023) demonstrate that marketing capabilities can transmit the effects of strategic orientations to SME performance, although their study focuses on broader marketing capabilities. Shanka et al. (2025) similarly emphasize the role of marketing capabilities in explaining relationships between strategic orientations and firm performance. The present study extends this perspective by positioning EMC specifically as the mediating mechanism within micro enterprises, thereby providing a more focused explanation of how strategic orientations are translated into growth.

Strategic Implications for Micro-Enterprise Development

The findings suggest that micro-enterprise development should integrate entrepreneurial behavior, market intelligence, and entrepreneurial marketing capability rather than developing these elements independently. Owners should strengthen innovation, proactive opportunity identification, and calculated risk-taking while continuously gathering information about customers and competitors. These strategic orientations should subsequently be converted into practical marketing actions through flexible promotions, social media engagement, marketplace utilization, customer interaction, and rapid experimentation. Given that social media was the most frequently used marketing channel among respondents, strengthening digital entrepreneurial marketing capabilities represents a particularly relevant strategy. Such integration can enable micro enterprises to maximize limited resources, improve market responsiveness, strengthen competitiveness, and achieve more sustainable business growth.

5. CONCLUSION AND SUGGESTION

This study concludes that Entrepreneurial Orientation and Market Orientation positively contribute to the growth of micro enterprises, both directly and indirectly through Entrepreneurial Marketing Capability. EMC plays an important mediating role by transforming entrepreneurial initiatives and market knowledge into flexible and effective marketing actions that support business growth. These findings emphasize that micro-enterprise growth requires the integration of entrepreneurial behavior, market responsiveness, and marketing capabilities. Therefore, micro-enterprise owners are encouraged to strengthen innovation, proactiveness, calculated risk-taking, customer and competitor understanding, and adaptive marketing practices, particularly through digital channels. Future research may expand the sample, include different business sectors or regions, and examine additional factors that potentially influence sustainable micro-enterprise growth.

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