

THE INFLUENCE OF MARKETING CAPABILITY ON BUSINESS PERFORMANCE THROUGH SUPPLY CHAIN INTEGRATIONS AS A MEDIATION VARIABLE ON MSMEs IN SAMARINDA CITY

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Abstract. *This study examines the mediating role of supply chain integration (SCI) in the relationship between marketing capability and business performance in micro, small, and medium enterprises (MSMEs) in Samarinda City. MSMEs face increasing pressure to enhance their business performance while navigating dynamic market environments. This research aims to assess how marketing capability influences business performance and the extent to which SCI strengthens this relationship. The study adopts a quantitative approach, utilizing data collected from 299 usable data MSMEs in Samarinda City through structured questionnaires. Smart-PLS is employed to analyze the data and test the hypothesized relationships among the variables. The findings reveal that marketing capability has a significant positive effect on business performance. Additionally, SCI is shown to mediate this relationship, underscoring its critical role in optimizing the impact of marketing efforts. The results provide valuable insights for MSME practitioners and policymakers by highlighting the importance of developing marketing capabilities alongside integrated supply chain strategies. This study contributes to the body of knowledge by offering empirical evidence on the interplay between marketing capability, SCI, and business performance within the MSMEs context*

Keywords: *Business Performance, Marketing Capability, MSMEs, Supply Chain Integrations.*

1. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in Indonesia's economic growth by reducing poverty and unemployment. However, MSMEs often face significant challenges, including limited resources, inefficient management practices, and restricted market access. These issues hinder their ability to compete and grow sustainably. Studies by Vásquez & (2014), and Susanto et al, (2023) emphasise the importance of strategic innovations in addressing these challenges. Strengthening MSMEs is essential for building resilience and maintaining competitiveness, especially in economically dynamic regions like Samarinda.

Marketing capability is one of the most important factors influencing MSMEs performance. It refers to a company's ability to align its resources with market demands through effective strategies such as market segmentation, branding, and customer relationship management. Research by Slotegraaf, et al., (2009), Vorhies, (2005), and Nath et al., (2010), highlighted that strong marketing capability improves customer satisfaction, enhances responsiveness to market changes, and ensures long-term sustainability. Similarly, Chahal et al., (2013) and Susanto et al., (2023), argue that MSMEs with well-developed marketing capabilities are better equipped to adapt to dynamic market conditions and meet evolving customer needs.

In addition, supply chain integration plays a significant role in enhancing MSMEs performance. It involves seamless collaboration among suppliers, manufacturers, and

customers to improve operational efficiency, reduce costs, and increase responsiveness to market changes. Research by Gunasekaran et al., (2004), Lim et al., (2017) and Asare et al., (2023), demonstrates that well-integrated supply chains can create a competitive advantage. Moreover, Kumar et al., (2018) and Saunila et al., (2024) suggest that combining supply chain integration with marketing capability can amplify the positive effects on overall business performance.

Despite the importance of these factors, research exploring the combined effects of marketing capability and supply chain integration on MSMEs performance remains limited, particularly in Indonesia. For instance, Agintha, (2021) focused on marketing capability but only considered a competitive advantage as a mediator. Similarly, Trkman et al., (2010) and Susanto et al., (2023), Examined supply chain integration without fully addressing its interaction with marketing capability. This study aims to fill this gap by investigating the mediating role of supply chain integration in the relationship between marketing capability and business performance among MSMEs in Samarinda.

The theoretical contribution of this research is to expand the understanding of how marketing capability and supply chain integration interact to influence business performance. Studies by Morgan, et al., (2009), Nath et al., (2010) and Saunila et al., (2024) provide a foundation for this exploration. However, their application in the MSMEs context remains underdeveloped. This research also has practical implications by offering actionable strategies for MSMEs to improve competitiveness and resilience. These strategies are supported by findings from Gilmore et al., (2006), Azizi et al., (2009), and Vijande et al., (2012).

The findings of this study are particularly relevant for MSMEs in Samarinda, where economic and policy challenges have significantly impacted business operations. Research by Piprani, (2020), Yu et al., (2017), and Kumar et al., (2018), suggests that integrating marketing and supply chain integrations strategies can help MSMEs overcome these challenges by improving responsiveness to market demands and enhancing customer satisfaction. Addressing these aspects is crucial for ensuring the sustainability and growth of MSMEs.

This study also emphasizes the role of supply chain integration in strengthening the effects of marketing capability. Findings by Asare et al., (2023) and Rufaidah, (2017), and Tracey et al., (2005), indicate that well-integrated supply chains enable greater efficiency, collaboration, and adaptability, which help MSMEs navigate uncertainties in the market. Moreover, Williams, (2023), Mehmood et al., (2024), (Istimaroh et al., 2022), and Visionida, (2021) reveal that strategic supply chain management can turn external challenges into competitive opportunities, further supporting the sustainability of MSMEs.

Finally, this study aims to provide a comprehensive framework for understanding the relationship between marketing capability, supply chain integration, and MSME performance. By focusing on the unique challenges and opportunities faced by MSMEs in Samarinda, this research seeks to bridge existing knowledge gaps and offer practical solutions for achieving sustainable growth and competitiveness. These findings are expected to contribute to academic literature and serve as a guide for policymakers and practitioners in improving MSME strategies.

2. LITERATURE REVIEW

2.1 Marketing Capability

Research has shown that the effect of Marketing Capability on Business Performance varies according to business features by García-Villaverde (2008). According Song et al., (2007), Marketing Capability benefits Business Performance, which can maintain customer loyalty with distinctive marketing messages. According to Golgeci (2017), ability and functions as the only one to add value to customers that cannot be imitated, duplicated, or transferred. According to Takata, (2016), because the path coefficient is very positive and statistically significant, Marketing Capability is

the primary driver of Business Performance. According to Setiowati et al., (2015), the Company's Business Performance is strongly influenced by Marketing Capability.

2.2 Supply Chain Integrations

The process of managing a company's business activities involves three main flows: material flows, information flows, and financial flows, which move from upstream to downstream or vice versa, aiming to provide added value to consumers and all business partners within the supply chain system Yu et al., (2017). The concept of integration emphasizes strategic collaboration among members of the supply chain system, which, if managed effectively, can enhance operational efficiency, profitability, value creation, and satisfaction for all involved parties (Cao et al., 2015).

Supply chain integrations refer to the extent to which all production activities, from suppliers to customers, are interconnected within a unified system (Huo et al., 2016). This approach can be utilized as both a method and strategy to improve company performance across various dimensions. Supply chain integrations include internal and external integration processes. Internal integration encompasses collaboration, coordination, communication, and cooperation across functional areas, ensuring the organization operates cohesively. Meanwhile, external integration focuses on aligning operations with customers and suppliers. Several empirical studies have highlighted the significance of supply chain integrations in enhancing competitive advantage and improving organizational performance Otchere et al., (2013), Kristi (2020).

2.3 Business Performance

Evaluating company performance is a crucial activity to assess an organization's achievements over a specific period. It reflects how well an organization has implemented its programs and activities in alignment with its predefined vision and mission. Performance evaluation is designed to measure the effectiveness of organizational activities and to determine whether continuous improvements have been made in relevant areas. Generally, organizational performance can be measured using two primary approaches: the traditional approach and the contemporary approach.

The traditional approach focuses on comparing actual performance with budgeted performance or standard costs, with an emphasis on financial outcomes. In contrast, the contemporary approach adopts a broader perspective by using business activities as a basis for evaluating performance. It includes multiple aspects, such as marketing, operations, internal business processes, and customer satisfaction (Looy & Shafagatova, 2016).

Researchers have identified various indicators for measuring business performance. For instance, (Lakhal, 2009) evaluates company performance using three dimensions financial performance, operational performance, and product quality based on strategic management, marketing, and operations management literature. According to Geelmaale, (2019) and Otto et al., (2020) that assess company performance using indicators such as sales, profits, market share, return on investment, employee productivity, and customer satisfaction. Similarly, Kristi (2020), incorporate both financial and non-financial factors to explain business performance.

Furthermore, the following figure is a conceptual framework model that describes the pattern of relationships and influences among variables based on both empirical and theoretical studies. The conceptual model in Figure 1. comprehensively describes the influence among variables which are constructed based on systematic scientific steps. Thus, hypothesis can be formulated as follows:

HL: Marketing Capability Has a Positive and Significant Effect on Business Performance MSMEs in Samarinda City.

- H₂:** Marketing Capability Has a Positive and Significant Effect on Supply Chain Integrations MSMEs in Samarinda City.
- H₃:** Supply Chain Integrations Have a Positive and Significant Effect on Business Performance MSMEs in Samarinda City.
- H₄:** The Effect of Marketing Capability on Business Performance MSMEs through Supply Chain Integrations.

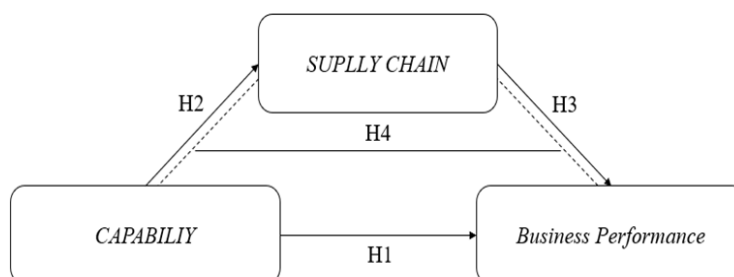


Figure 1. Research Conceptual Model

3. RESEARCH METHODS

This study employed a survey approach to collect both primary and secondary data. The unit of analysis includes MSMEs operating in five sectors: culinary, crafts, processing, trade, and services. The study was conducted in Samarinda City, East Kalimantan. A total of 299 MSMEs were usable samples, with respondents consisting of managers, supervisors, and business owners. The research variables include exogenous variables, namely marketing capability, and endogenous variables, namely business performance and supply chain integrations. Respondents' perceptions of the questionnaire indicators were measured using a 1–5 Likert scale

Based on a review of empirical studies and the validation of questionnaire instruments, the marketing capability variable (X) serves as the primary factor in this research. The mediating variable, supply chain integration (M), is represented by three indicators: collaboration with supply chain partners, effective coordination between internal and external processes, and efficient feedback and follow-up mechanisms.

The business performance variable (Y) is measured using four indicators: increased sales, market share growth, improved profitability, and enhanced operational productivity. The data for this study were collected through field surveys. The survey results were tabulated, processed, and analyzed using descriptive statistical methods and structural equation modeling (SEM). Structural equation modeling was employed to examine the relationships among the variables: X (marketing capability), M (supply chain integration), and Y (business performance). The analysis includes both direct and indirect effects. Additionally, the Sobel test was used to assess the significance of indirect effects between variables (Hair et al., 2019).

4. RESULTS AND DISCUSSION

4.1 Results

4.1.1 Description of Respondent

Out of the 299 respondents, 51.2% or 153 participants were male, while 48.8% or 146 were female, reflecting a balanced gender distribution in Samarinda's MSME sector. The majority were aged 26–30 years, accounting for 51.5% or 154 participants, followed by 21.1% aged 31–35, 15.1% above 36, and 12.4% aged 20–25. Respondents operated various business types, including trade, services, and manufacturing, with business ages ranging from new ventures to over a decade.

These businesses were spread across urban and suburban areas, highlighting MSMEs' vital role in Samarinda's economic growth.

Tabel 4.1 Respondent Profile

No	Description	Frequency	Precentage
1	Business Type		
	A. Culinary	187	62,5
	B. Craft	14	4,7
	C. Diligence	33	11,0
	D. Trade	48	16,1
2	E. Services	17	5,7
	Age Of Business (Years)		
	A.1-5	85	28,4
	B. 6-10	65	21,7
	C.> 10	149	49,8
3	Location Of Business		
	A. Samarinda	298	99,7
	B. Luar Samarinda	1	0,3

On the table 4.1 culinary sector dominates with 62.5% of businesses, followed by trade at 16.1%, diligence (small industries) at 11.0%, services at 5.7%, and crafts at 4.7%. In terms of business age, nearly half (49.8%) have been operating for more than 10 years, while 28.4% are relatively new (1-5 years), and 21.7% have been running for 6-10 years. Most businesses (99.7%) are located in Samarinda, with only 0.3% operating outside the city. This highlights a concentration of businesses in the culinary sector and within the Samarinda region, with a significant portion being well-established enterprises.

4.1.2 Description of Variable Characteristic

An overview of the variable characteristics is derived from the results of descriptive statistics and confirmatory factor analysis. A concise explanation of the variables and indicators, based on their mean values and loading factors, is provided.

Tabel 4.2 Variable characteristic on mean and loading factors

No	Variable	Mean	Loading Factor
1	Marketing Capability (X)		
	X1.1	4,264	0,713
	X1.2	4,080	0,781
	X1.3	4,207	0,782
	X1.4	4,047	0,719
	X1.5	4,164	0,788
	X1.6	4,201	0,795
2	Business Performance (Y)		
	Y1.1	4,227	0,809
	Y1.2	4,084	0,731
	Y1.3	4,114	0,793
	Y1.4	4,137	0,739
	Y1.5	4,107	0,742
	Y1.6	4,157	0,745
3	Supply Chain Integrations (M)	4,167	0,805

M1.1	4,241	0,779
M1.2	4,080	0,731
M1.3	4,064	0,789
M1.4	4,164	0,822
M1.5	4,110	0,733
M1.6	4,077	0,711
M1.7	4,197	0,757

Based on the table 4.2 provides an overview of variable characteristics based on mean values and loading factors derived from descriptive statistics and confirmatory factor analysis. The variables analyzed include Marketing Capability (X), Business Performance (Y), and Supply Chain Integrations (M). For the Marketing Capabili5ty (X) variable, there are six indicators X1.1 to X1.6 with mean values ranging from (4.047) to (4.264). The loading factors for these indicators range from (0.713) to (0.795), indicating that all indicators meet the criteria for construct validity and contribute significantly to the variable.

Similarly, the Business Performance Y variable comprises seven indicators Y1.1 to Y1.7 with relatively high mean values, ranging from (4.084) to (4.227). The loading factors for these indicators fall between (0.731) and (0.809), demonstrating their strong influence on the variable's construct. For the Supply Chain Integrations (M) variable, there are also seven indicators M1.1 to M1.7 with mean values between (4.064) and (4.241), and loading factors ranging from (0.711) to (0.822). Overall, the results suggest that all indicators across the three variables provide strong contributions to their respective constructs, with high mean values reflecting positive responses from participants for each analyzed indicator.

4.1.3 Result of structural equation modelling

Tabel 4.3 Result of research hypothesis test

Hypotesis	Variables	Original Sample	T-Statistic	P-Valeu	Conclusion
1.	MC > BP	0,682	6,790	0,000	H1, supported
2.	MC > SCI	0,591	8,808	0,000	H2, supported
3.	SCI > BP	0,381	3,679	0,000	H3, supported
4.	MC > SCI> BP	0,226	3,362	0,001	H4, supported

On table 4.3 Result of research hypothesis test, summarizes the hypothesis testing results on the relationships between Marketing Capability, Supply Chain Integration and Business Performance. H1 confirms a significant positive impact of MC on BP Original Sample (0.682), T-Statistic (6.790), P-Value (0.000), indicating that stronger marketing capabilities directly enhance business performance. H2 also shows a significant positive relationship between Marketing capability and Supply Chain Integrations Original Sample (0.591), T-Statistic (8.808), P-Value (0.000), highlighting that better marketing capabilities improve supply chain integration, crucial for operational efficiency.

In additon, H3 supports the positive influence of Supply chain integrations on business performance Original Sample (0.381, T-Statistic (3.679), P-Value (0.000), confirming that enhanced supply chain integration contributes significantly to improved business performance. These findings demonstrate the importance of marketing capabilities and supply chain integration in driving better business outcomes.

Lastly, the mediated effect of Marketing Capability on Business Performance through Supply Chain Integration is also examined. (H4) has an original sample of (0.226), T-statistic of (3.362), and P-value of (0.001), also indicating significance. These

results reveal that Supply Chain Integration act as a partial mediator, amplifying the impact of Marketing Capability on Business Performance. This highlights the importance of integrating supply chain practices to leverage marketing efforts for achieving superior business outcomes.

DISCUSSION

The study highlights the critical relationship of Marketing Capability (MC) and Supply Chain Integration (SCI) in driving success Business Performance (BP) for MSMEs in Samarinda. Strong marketing capabilities, including customer engagement, branding, and market responsiveness, significantly enhance business performance by boosting customer satisfaction, revenue, and competitive advantage. Furthermore, MC positively influences SCI, demonstrating that effective marketing extends beyond customer interactions to foster collaboration with suppliers and distributors, ensuring seamless alignment between market demand and operational delivery. SCI itself directly impacts BP by optimizing efficiency, reducing costs, and enhancing product quality, all of which are critical for operational success. The mediating role of SCI further amplifies the impact of MC on BP, underscoring the importance of integrating marketing efforts with supply chain integrations practices to achieve superior business outcomes. For MSMEs in Samarinda, investing in digital marketing, customer analytics, supply chain technology, and logistics optimization is essential to create a holistic strategy that aligns demand generation with product delivery, ensuring sustainable growth and long-term competitiveness. This integrated approach provides a clear roadmap for MSMEs to leverage their resources effectively and thrive in a dynamic market environment.

This study in line with Amoako (2024) and Morgan (2009) highlights that big data analytics capabilities enhance innovation and MSME performance by strengthening marketing capabilities and supply chain integration. Additionally, studies by Vasquez (2014) and Song et al. (2007) emphasise the importance of top management involvement in driving supply chain integration to support innovation performance. However, the contradictive findings from Kumar (2020) and Esper et al. (2010) suggest that the impact of supply chain collaboration on business performance is not always positive, as collaborative initiatives often face challenges during implementation

CONCLUSION

This study confirms that supply chain integrations can act as a mediator in the influence of marketing capability and business performance. The findings indicate that supply chain intergrations partially mediates the impact of marketing capability and business performance. Additionally, the study reveals that marketing capability and supply chain integrations have a direct and significant effect on business performance. Therefore, several measures to enhance business performance can be implemented by management and business actors through strategies, policies, programs, and activities focused on cost efficiency, competitive pricing, product quality, and real-time product delivery.

Strengthening marketing capability, establishing effective supply chain integrations, and consistently improving the company's competitiveness can result in significant and sustainable improvements in business performance.

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