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## Partial Least Squares Analysis: E-Marketing Orientation Model To Support Strategic Business Performance In The Weaving Industry In The District And City Of Payakumbuh

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**Abstract:** Weaving is a fabric-making technique whose raw material is fiber or yarn. Weaving is one of the forms of art that not only has aesthetic, but also has functional value in fulfilling daily needs. This study aims to see the effect of e-marketing orientation on strategic business performance mediated by e-trust in the weaving industry in Lima Puluh Kota Regency and Payakumbuh City. This study uses a quantitative approach, analyzed using the SEM-PLS method with a sample size of 36 people. The results showed that e-marketing orientation has a negative and insignificant influence on strategic business performance. E-marketing orientation has a positive and significant influence on e-trust. E-trust has a positive and significant influence on strategic business performance. E-marketing has a positive and significant influence on strategic business performance through the mediating role of e-trust. The implication of this research is that the potential of e-trust with e-marketing is an effective strategy in improving strategic business performance and achieving success in an increasingly competitive digital environment. So it is necessary to have a good understanding of e-marketing technology by paying attention to e-trust aspects and integrating it into marketing and operational strategies to achieve strategic goals.

**Keyword:** E-marketing Orientation, E-trust, Strategic Business Performance

### INTRODUCTION

Weaving is a fabric-making technique whose raw material is fiber or yarn. Weaving itself can be found in almost every region of Indonesia, including West Sumatra. Types of weaving crafts in West Sumatra include Pandai Sikek Weaving, Balai Panjang Weaving, Silungkang Weaving, Unggan Weaving, Halaban Weaving, Sungayan Weaving, and Kubang Weaving. Of the weaving businesses in West Sumatra, Kubang Weaving, Halaban Weaving, and Balai Panjang Weaving are weaving businesses originating from Lima Puluh Kota Regency and Payakumbuh City. According to Effendi et al. (2019) the existence of the weaving and songket handicraft industry is inseparable from the heritage and traditions of Minangkabau culture that are integrated into community life. The weaving and songket

industry in Lima Puluh Kota District and Payakumbuh City is generally driven by mothers and women, thus contributing as a source of income for the family (Preliminary Survey, 2024).

Based on data from the Department of Labor and Industry of Lima Puluh Kota Regency and the Department of Labor and Industry of Payakumbuh City (2023), the number of weaving industries found in Tenun Halaban is 31 weaving industries, followed by Tenun Balai Panjang with 5 weaving industries, and in Tenun Kubang with 4 weaving industries. The number of Halaban weaving industries is far more than that of Kubang weaving, because Halaban weaving is a fairly large weaving center characterized by the employment of residents in Halaban dominated as weaving craftsmen.

The history of Tenun Kubang and Tenun Halaban has been around since the 90s. Based on information obtained from the official website of Tenun Kubang (2021) in the past, Kubang became one of the most famous weaving centers, not only in West Sumatra, but also throughout the archipelago. In the 1970s, weaving entrepreneurs in Kubang began to modernize by adopting weaving designs from other regions. In Hendra and Agustin's research (2022), the birth of songket weaving art in Halaban began in 1990 when a Halaban resident married someone from Pandai Sikek. The marriage became the starting point of weaving activities, which were taught by the Pandai Sikek people. In 1995, Mrs. Fatimurni, with strong intention and determination, tried to restore the glory that had been felt by the ancestors several decades earlier. This effort was made with the aim of inheriting and preserving the art of songket weaving which had previously been stopped or forgotten due to various circumstances.

Furthermore, weaving activities in Balai Panjang began in 1996-2000, when the community in Balai Panjang Village became craftsmen in the Puti Ranik Jintan weaving studio and the Karya Tradisi weaving studio (Lillahi and Hardi, 2022). In its development, in 2001-2014, weaving entrepreneurs emerged who employed a number of craftsmen. Promotional activities were limited to oral information and direct delivery to points of sale such as Bukittinggi, Pandai Sikek, and Padang. In 2013, the government's attention to weaving craftsmen in Balai Panjang Village increased when their work was featured in the Payakumbuh Fashion Week. Since then, the Payakumbuh City government has paid special attention to weaving craftsmen and in 2015- 2020 Balai Panjang Village was recognized as a Weaving Village (Lillahi and Hardi, 2022).

Currently, in terms of production activities, Tenun Halaban still uses traditional equipment commonly called gedongan. Meanwhile, Tenun Kubang and Tenun Balai Panjang have mostly used non-machine looms (ATBM) (Lita et al., 2020; Lillahi and Hardi, 2022). In terms of product marketing strategies, currently the weaving industry in Lima Puluh Kota Regency and Payakumbuh City has utilized digital technology, where the weaving industry has used e- marketing. The dominant application of e-marketing used in each weaving industry is through websites, social media, and marketplaces (Preliminary Survey, 2024). According to Shaltoni et al. (2018) terms such as digital marketing, internet marketing, online marketing, and social media marketing, are generally known as electronic marketing (e-marketing).

From a company perspective, e-marketing can facilitate product promotion or marketing efforts at a low cost and can cover the global market. On the other hand, for the public (consumers), utilizing the website to search, select, and order the desired products or services, makes it easier for them to get information about the products being sold and expand their knowledge about these products. While Yousaf et al. (2018) also stated that e-marketing is able to increase the frequency of marketing exposure to more customers, making it easier for companies to expand market size at low cost, increase sales volume, and so on which is the ultimate achievement of strategic performance.

According to Anser et al. (2021) strategic performance itself is the organization's ability to achieve marketing objectives by increasing profitability, sales and market share and achieving long-term goals with consistent innovation and improvement in existing products and services. E-marketing orientation is an effective way to build customer trust electronically to obtain strategic business performance (El Saghier, 2021). According to El Saghier (2021) electronic trust or e-trust can be defined as consumer confidence in the quality and reliability of the services provided. E-trust is very important for maintaining a good image, honesty and consumer retention which leads to the belief that online sellers always keep promises that ensure increased business competitiveness. Therefore, electronic trust or e-trust has a role as a driver of e-marketing implementation to achieve strategic business performance (Yousaf et al., 2018) .

However, based on the Preliminary Survey (2024) in Lima Puluh Kota Regency and Payakumbuh City, problems were found that contradict the theory in the research of Yousaf et al. (2018), namely that even though they have implemented e-marketing in utilizing digital technology, the impact on increasing profitability, sales targets, and market share is not as great as expected. E-marketing only provides convenience in communication and transactions to consumers who have previously interacted and purchased products directly. This reflects the lack of ability of businesses to convince consumers through e-marketing and attract their interest in products, so consumer trust is not built.

## METHOD

The target or population of this research is the weaving industry in Lima Puluh Kota Regency and Payakumbuh City. In this study using non-probability sampling techniques, which do not provide equal opportunities or opportunities for each member of the population to be selected as a sample (Sekaran, 2017). The method used is purposive sampling method where each individual sampled meets the research criteria. The sample criteria in this study are the weaving industry in Lima Puluh Kota Regency and Payakumbuh City which has used e-marketing such as: Social Media (Instagram, Facebook, TikTok, or WhatsApp), Marketplace (Shopee, Toko Pedia, etc.), and Website.

The number of samples in this study adopted Roscoe's theory. According to Roscoe in Sugiyono (2013) the appropriate sample size in research is 30-500 samples. However, if the research sample performs correlation or regression analysis, then the number of sample members is at least 10 multiplied by the variables studied. This study has 3 variables, namely e-marketing orientation, e-trust, and strategic business performance, so that a minimum sample size of 30 respondents is obtained. The main data source in this study is primary data, where data is collected through surveys with instruments in the form of questionnaires using a Likert scale of 1-5. Data analysis uses Structural Equation Modeling-Partial Least Square (SEM-PLS) with the help of SmartPLS 3.0 software. The results of SEM-PLS data processing are in the form of measurement models (outer models) and structural models (inner models).

## RESULTS AND DISCUSSION

### RESULT

**Table 1. Frequency of Respondent Characteristics**

<b>Respondent Characteristics</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Gender	29 people (female)	81
Age	11 people (41 - 45 years old)	31
Last education	17 people (high school)	47
Monthly turnover	15 people (10 Million - 29 Million)	42

Length of time using e-marketing	23 people (<3 years)	64
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Source: Data processed (2024)

Based on the table above, it is known that the respondents involved in this study were dominated by women with a total percentage of 81%, it can be seen that the weaving industry in Lima Pulu Kota Regency and Payakumbuh City is generally driven by women, where most of the respondents in this study were 31% aged 41 - 45 years. Furthermore, 47% of respondents involved in this study had a high school educational background, indicating that entrepreneurs prefer to set up their own business rather than continuing their college education. In addition, as for the 42% of turnover per month obtained from the weaving industry mostly ranged from 10 Million - 29 Million, it can be seen that the weaving industry in Lima Kota Regency and Payakumbuh City is still mostly micro and small in size. Furthermore, 64% of respondents began using e-marketing starting from the last 3 years, it can be seen that in the last 3 years there have been unstable economic conditions, namely when Indonesia was hit by the Covid-19 pandemic which made weaving production decline, so that business actors utilize digital technology to market products.

## Evaluation of the Measurement Model

**Table 2. Evaluation of Measurement Model**

Item Code	Measurement Item	Cross Loading	Outer Loading
<b>E-marketing Orientation</b> $\alpha = 0.770$ , CR = 0.867, AVE = 0.685			
OEM1	Using e-marketing resources (such as websites, social media, e-mail, etc.) to communicate with customers.	0.838	0.803
OEM2	Use e-marketing resources to support conventional business activities of the business (such as the provision of pricing information and customer service).	0.833	0.773
OEM3	Use e-marketing resources to carry out business transaction activities.	0.811	0.776
<b>E-trust</b> $\alpha = 0.867$ , CR = 0.902, AVE = 0.648 HTMT: ET=>EOM=0.432		<b>Cross Loading</b>	<b>Outer Loading</b>
ET1	Information through online marketing is reliable and ethical in the operation of business practices.	0.837	0.819
ET2	The information presented contributes to building customer trust.	0.766	0.725
ET3	The information provided is consistent.	0.835	0.826
ET4	Online marketing has good qualifications so that it is considered worthy or competent in this field of business.	0.780	0.775
ET5	Online marketing has a high sense of integrity (ethics and honesty) to encourage customer trust.	0.802	0.759
<b>Strategic Business Performance <math>\alpha</math></b> $= 0.915$ , CR = 0.932, AVE = 0.698 HTMT: KBS=>OEM = 0.789, KBS=>ET = 0.298		<b>Cross Loading</b>	<b>Outer Loading</b>

KBS1	The marketing strategy has successfully increased public awareness of the business and brand.	0.832	0.702
KBS2	Businesses are able to compete or successfully overcome and take advantage of the situation faced from competitors.	0.865	0.832
KBS3	The business has reflected positive growth or progress in achieving financial performance objectives.	0.703	0.845
KBS4	Businesses emphasize relationships with customers to open up new market opportunities.	0.834	0.815
KBS5	The business has achieved the strategic goal of achieving high productivity.	0.862	0.717
KBS6	The business has achieved the strategic goal of gaining a larger market share.	0.902	0.805

Source: Data processed in SmartPLS 3 (2024)

**Notes:** EOM = E-marketing Orientation, ET = E-trust, KBS = Strategic Business Performance Reliability: Cronbach Alpha  $\alpha > 0.70$  and Composite Reliability CR  $> 0.70$  Convergent Validity: AVE  $> 0.5$  and Outer Loading  $> 0.7$ , Discriminant Validity: HTMT  $< 0.85$  and the correlation of the value on the indicator variable  $>$  from the value of the indicator to other variables.

Table 2 shows that the Cronbach alpha and composite reliability values for all research variables are greater than 0.70. Thus, the reliability test of the measurement model has been fulfilled. Furthermore, convergent validity shows the extent to which indicators are positively correlated with indicators of the same variable. Table 2 shows that the AVE of each research variable has a value greater than 0.5. In addition, the outer loading value of each variable indicator has a value greater than 0.7. Therefore, it can be concluded that all research variables meet the criteria for convergent validity.

Discriminant validity testing in measurement can be measured based on the Heterotrait- Monotrait Ratio (HTMT) value seen from the relationship between variables greater than 0.85. Based on Table 2, it can be seen that the variables of e-marketing orientation, e-trust, and strategic business performance have an HTMT value greater than 0.85. In addition, the discriminant validity value can also be seen in the cross loading value, it can be seen in Table 2 that the correlation value of each variable indicator shows the highest correlation value and is greater than other constructs.

### Structural Model Evaluation

The first step in evaluating the structural model is to check for possible collinearity between constructs. The next step is to test by checking the value of R Square ( $R^2$ ), Q Square ( $Q^2$ ), and hypothesis testing to determine the effect between variables.

**Table 3. Collinearity Test Results**

No.	Variables	VIF	Description
1.	E-marketing orientation => E-trust	1.000	No collinearity
2.	E-marketing Orientation => Strategic Business Performance	1.865	No collinearity
3.	E-trust => Strategic Business Performance	1.865	No collinearity

Source: Data processed in SmartPLS 3 (2024)



Table 3 above shows that the VIF value in each variable relationship has a value  $<5$ . This proves that there is no collinearity between variables and hypothesis testing using SEM-PLS can be done.

Hypothesis testing can be done by comparing the value obtained from the T Table value which refers to the one tailed probability value by calculating the degree of freedom value:  $(df = n - k)$ , where  $df$  = degree of freedom,  $n$  = Number of samples, while  $k$  = Number of variables. In this study, the minimum number of samples was 30 and the number of variables in this study amounted to 3, namely e-marketing, e-trust, and strategic business performance. Then the  $df$  value in this study can be calculated, namely  $df: 30 - 3 = 27$ , so that the T table value is 1.703. According to Hait et al. (2017) a hypothesis is accepted if the T Statistic value  $>$  T Table.

**Table 4. Test Results Hypothesis**

Hypothesis	T Statistic	T Table	Description
E-marketing Orientation => Strategic Business Performance	0.106	1.703	Not Significant
E-marketing orientation => E-trust	1.813	1.703	Significant
E-trust => Strategic Business Performance	7.687	1.703	Significant
E-marketing Orientation => Strategic Business Performance => E-trust	1.708	1.703	Significant

Source: Primary data processed on SmartPLS 3 (2024)

Based on the results of hypothesis testing in Table 4 above, there are variables that are rejected or insignificant, namely the e-marketing orientation hypothesis on strategic business performance. While the test results on the other 3 hypotheses are accepted or significant, including the hypothesis of e-marketing orientation on e-trust, e-trust on strategic business performance, and the mediating role (indirect effect) of e-trust between e-marketing orientation and strategic business performance.

**Table 5. Test Results of R Square ( $R^2$ ) and Q Square ( $Q^2$ )**

No.	Variables	R Square ( $R^2$ )	Q Square ( $Q^2$ )
1.	E-trust	0.464	0.257
2.	Strategic Business Performance	0.182	0.068

Source: Data processed in SmartPLS 3 (2024)

The  $R^2$  is used to measure how much influence the independent variable has on the dependent variable in the study. According to Hair et al. (2017) the categories of  $R^2$  values include weak (0.25), medium (0.50), and strong (0.75). Table 5 shows that the  $R^2$  of e-trust is 0.464 or 46.4%. This value states that e-trust is explained or influenced by e-marketing orientation, while the remaining 53.6% is influenced by other unknown variables in this study. This means that the influence of e-marketing orientation on e-trust has a small influence. While the  $R^2$  of strategic business performance is 0.182 or 18.2%. This value states that strategic business performance is explained or influenced by e-marketing orientation and e-trust. While the remaining 81.8% is explained by other unknown variables. This means that the influence given by e-marketing orientation and e-trust on strategic business performance has a small influence.

The  $Q^2$  aims to measure whether an independent variable has predictive relevance to the dependent variable where  $Q^2 > 0$ . Based on Table 5, the e-trust variable and strategic business variables have a value of  $Q^2 > 0$ . This means that all independent variables are able

to predict the dependent variable well.

## DISCUSSION

### The Effect of E-marketing Orientation on Strategic Business Performance

Based on the hypothesis of the effect of e-marketing orientation on strategic business performance, it is known that the value of T statistics  $(0.106) < T \text{ table } (1.703)$ . Therefore, this hypothesis is rejected or insignificant. The results indicate that the e-marketing orientation variable has little effect on strategic business performance. This is also because the respondents involved in this study were dominated by respondents aged 41 years and over. Age is a demographic factor that can affect how individuals respond and understand about technology, especially e-marketing (Guatandajala, 2018).

The results of this study are also supported by the research of Tiandra et al. (2019) where the use of e-commerce has no significant effect on the performance of MSMEs. However, this research contradicts or is not in line with research conducted by Hutagulung et al. (2021), Sidek et al. (2020), and Anser et al. (2020) which found that e-marketing orientation has a positive and significant effect on strategic business performance.

It can be concluded that e-marketing orientation has not been able to have a major influence in improving strategic business performance, in other words, helping businesses achieve marketing objectives by contributing to sales, market share, and profitability in the weaving industry in Lima Puluh Kota Regency and Payakumbuh City.

### Effect of E-marketing Orientation on E-trust

Based on the results of research on the effect of e-marketing orientation on e-trust in the weaving industry in Lima Puluh Kota Regency and Payakumbuh City, e-marketing orientation has a positive and significant effect on e-trust. This is indicated by the value of T statistics  $(1.813) > T \text{ table } (1.703)$  which indicates that this hypothesis is accepted. This research is also in line with research conducted by Yousaf et al. (2018), Shabbir and Xiaodong (2023), El Saghier (2021), and in Rahimnia and Hassanzadeh's research (2013) which found that e-marketing has a positive and significant effect on e-trust.

It can be concluded that e-marketing orientation has a positive and significant effect on e-trust in the weaving industry in Lima Puluh Kota Regency and Payakumbuh City. This means that an effective e-marketing strategy by paying attention to e-trust aspects, such as a professional platform, clear and consistent information about privacy policies, responsive services, so that this can maintain trust and good relationships with customers for the long term.

### The Effect of E-trust on Strategic Business Performance

Based on the results of research on the effect of e-trust on strategic business performance in the weaving industry in Lima Puluh Kota Regency and Payakumbuh City, e-trust orientation has a positive and significant effect on strategic business performance. This is indicated by the value of T statistics  $(7.687) > T \text{ table } (1.703)$  which indicates that this hypothesis is accepted.

This research is also in line with the research of Yousaf et al. (2018) shows that e-trust is positively related to strategic business performance. E-trust is considered very important in the digital era, which can improve sales performance and productivity as well as long-term relationships with customers. This research is also supported in El Saghier's research (2021) where there is a significant relationship between e-trust and the dimensions of e-business strategy. The dimensions of the e-business strategy in question are cost reduction strategies, innovation strategies and quality improvement strategies.

It can be concluded that e-trust has a positive and significant effect on strategic

business performance in the weaving industry in Lima Pulu Kota Regency and Payakumbuh City. This means that if customers have a high level of trust and feel that online transactions are safe and reliable, then they are more likely to make purchases or use the service, which can help increase conversion rates (percentage of platform visitors) and ultimately increase revenue and overall business performance.

### **The Effect of E-marketing Orientation on Strategic Business Performance through the Mediating role of E-trust**

Based on the results of research on the effect of e-marketing orientation on strategic business performance through the mediating role of e-trust in the weaving industry in Lima Pulu Kota Regency and Payakumbuh City, e-marketing orientation has a positive and significant effect on strategic business performance through the mediating role of e-trust.

This is indicated by the statistical T value ( $1.708 > T \text{ table } (1.703)$ ) which indicates that this hypothesis is accepted and significant, so it can be said that the mediation value of e-trust in this hypothesis is full. This research is also in line with previous research, namely in the research of El Saghier (2021), Oliveira et al. (2017), and Yousaf et al. (2018) where the mediating role of e-trust shows the results of direct influence which proves that the effect of e-marketing on strategic business performance has a positive and significant effect.

It can be concluded that e-trust acts as an intermediary that connects e-marketing orientation with strategic business performance, where by building trust through e-marketing strategies, companies can optimize business performance and achieve strategic goals more effectively.

### **CONCLUSION**

Based on the research results described in the previous discussion, it can be concluded that e-marketing orientation does not directly have a significant effect on strategic business performance, indicating that this strategy has not significantly increased sales, market share, or profitability. However, e-marketing orientation is proven to have a positive and significant influence on e-trust, meaning that a good e-marketing strategy can build customer trust through aspects such as a professional platform, clear information, and responsive service. E-trust itself has a positive and significant impact on strategic business performance, indicating that customer trust is an important factor in achieving strategic business goals. Finally, e-marketing orientation has a positive and significant impact on strategic business performance through the mediating role of e-trust, which serves as a link that strengthens the relationship between e-marketing orientation and strategic business performance, so that companies can more effectively achieve strategic goals.

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