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THE EFFECT OF INSTITUTIONAL ENVIRONMENT TOWARD ENTREPRENEURIAL MARKETING AND ITS IMPACT ON CULINARY SMEs' PERFORMANCE

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Abstract: Small and medium-sized enterprises (SMEs) need effective marketing approaches and strategies to improve marketing performance. Entrepreneurial marketing is an alternative to appropriate marketing management to describe the current condition of SMEs. This study aims to focus on the effect of institutional environment on marketing performance and entrepreneurial marketing as a mediating variable. The descriptive-causal study used by researchers and 100 respondents collected from 5,830 SMEs in Palu City, Indonesia, was drawn from this study. Data collection techniques were performed online and offline using questionnaires and google forms. The data collected was analyzed using the structural equation model with Smart-PLS software. The results showed that the Institutional Environment has a positive and significant effect on Entrepreneurial Marketing, Entrepreneurial Marketing has a positive and significant effect on marketing performance, and Entrepreneurial Marketing significantly mediates the relationship between the Institutional Environment and marketing performance. However, Institutional Environment does not have a significant effect on marketing performance. This study indicates that the institutional environment has a vital role in shaping entrepreneurial marketing conditions and improving the marketing performance of SMEs.

Keywords: SMEs, Institutional Environment, Entrepreneurial Marketing, Marketing Performance

CITATION

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INTRODUCTION

Moreover, it is utilized to exemplify spontaneous, nonlinear, and future-oriented marketing initiatives pursued by entrepreneurial visionaries. (Morris et al., 2002). Entrepreneurial marketing is defined by an organizational orientation that encompasses seven key dimensions. These dimensions include proactiveness, refers to the proficiency in foreseeing and effectively responding to market dynamics, while opportunity focus involves the identification and exploitation of emerging business prospects; calculated risk-taking, involves the act of making well-informed judgments that encompass a particular degree of unpredictability; innovativeness, the focal point involves the creation and execution of original and distinctive marketing approaches; customer intensity, the focus is on understanding and meeting customers' needs and preferences; resource leveraging, refers to the effective use of current resources to enhance marketing initiatives; and value creation, focus on providing products or services that offer substantial value to customers. These dimensions collectively shape the entrepreneurial marketing approach and enable organizations to thrive in dynamic and competitive business environments (Hisrich and Ramadani, 2017; Morris et al., 2002). The institutional framework plays a crucial role in generating entrepreneurial prospects in today's business landscape. Regulatory quality, rule of law, and corruption are some of the ways in which the institutional environment can support entrepreneurship. However, the quality of requirements imposed on entrepreneurs can vary considerably among countries. These requirements may include licenses, capital needs, consumer protection and labor regulations, as well as the number of procedures necessary to obtain permission to start a new venture (Sambharya and Musteen, 2014). Powerful and effective national institutions have a notable impact on influencing the stability of industry contexts. When formal institutions at the national level are sturdy and highly efficient, there is a tendency for reduced industry dynamism and resource availability within the environment. This implies that the existence of robust national institutions enhances the stability of the industry environment (Hitt et al., 2019).

Small and medium-sized enterprises (SMEs) play a pivotal role in propelling the economic advancement of a country and possess the ability to

engage a substantial labor force. In order to sustain their business and ensure longevity, SMEs must possess the ability to effectively compete with their rivals. The goal of our research is to synthesize and replicate some findings from previous studies that investigate the impact of the institutional environment and entrepreneurial marketing on the marketing performance of SMEs. Numerous scholars have expressed concern over the scarcity of replication studies in the domains of institutional environment and entrepreneurial marketing in relation to SMEs' performance. For instance, Adel et al. (2020) Entrepreneurial marketing strategies and their correlation with performance should be specifically tailored to suit the unique circumstances of both micro- and large-sized enterprises in various developed and emerging economies. It has been emphasized that a comprehensive understanding of these contexts is crucial in order to effectively implement marketing strategies that can drive success and growth. By acknowledging the diverse nature of enterprises and the varying economic landscapes they operate in, marketers can develop targeted approaches that align with the specific needs and challenges faced by different types of businesses. The understanding of context allows marketers to modify their strategies accordingly, ensuring their pertinence, effectiveness, and capacity to generate positive results for both small-scale and large-scale enterprises across various economic settings. Moreover, Sadiku-Dushi et al. (2019) the elements of the external and internal organizational environment should be added to the study to see the impact of these environments on the results.

Aligned with prior research, our study seeks to forge associations among three dimensions of the institutional environment (regulatory quality, rule of law, and corruption) and the probability of individuals engaging in SMEs marketing performance within opportunity-driven entrepreneurship. Entrepreneurship is now widely acknowledged as a vital component for economic growth and development, functioning as a tool to address enduring societal problems such as poverty, lack of education, and widespread diseases (Dees, 2008). Understanding the diverse factors that encourage and support entrepreneurial initiatives in different countries is highly significant.

There is considerable evidence that supportive institutional environments enable entrepreneu-

rial activities (Aidis et al., 2008; and improve the performance of SMEs (Baum and Oliver, 1991; Wu et al., 2007). The research conducted offers only a restricted understanding of the impact of these factors on entrepreneurs who are driven by opportunities in historically challenging situations. In contrast to entrepreneurs motivated by necessity, small and medium-sized enterprises (SMEs) may have alternative prospects accessible to them, which they may perceive as more appealing than continuing with their ventures in unfavorable circumstances. It is worth noting that specific external factors have varying effects on entrepreneurial marketing and the performance of SMEs (McMullen et al., 2008). Given the importance of SMEs in driving economic development, it is imperative to comprehend the impact of their perception of the institutional environment on their marketing performance and subsequent venture outcomes. By gaining a deeper understanding of this relationship, we can effectively support and enhance the growth of SMEs, ultimately contributing to the overall economy.

Our research aims to examine the relationship between the institutional environment, the creation of a more favourable environment and the improvement of marketing performance of SMEs in Indonesia. The study aims to evaluate how the institutional environment influences entrepreneurial marketing and acts as a mediator in the relationship between the institutional environment and SME marketing performance. This study contributes to the entrepreneurship literature in two important ways. Firstly, it addresses unexplored relationships and provides a clearer understanding of the factors leading to and resulting from marketing performance, while also shedding light on how marketing performance acts as a mediator in the relationship between the institutional environment and SME marketing performance. Second, it finds that entrepreneurial marketing moderates the relationship between the institutional environment and SME marketing performance.

LITERATURE REVIEW

Institutional Environment

Scholars argue that through institutional change, policies possess the potential to generate a positive reaction to economic crises, given the crucial role of the institutional environment in nur-

turing entrepreneurship (Williams and Vorley, 2015). The institutional context, specifically, assumes a critical function in the cultivation of social entrepreneurship as an abstract notion (Bowen and De Clercq, 2008). It is generally accepted that the institutional framework includes three main components: normative, the rule of law, and cognitive "pillars." Regulation means "formal rules and incentives that limit and regulate entrepreneurial behavior" (Seelos et al., 2011). Regulations (formal and informal) serve to set rules and set rewards or penalties (Valdés et al., 2021). According to Seelos et al. (2011), the institutional environment creates mechanisms that shape the structure of social entrepreneurship initiatives by establishing codes of behaviour and essential systems. Thus, the cognitive and institutional environment refers to models and scenarios common to communities or countries. The impact of beliefs, processes, entrepreneurial structures, outcomes, culture, and cognitive legitimacy is the extent to which processes are consistent with ideological assumptions that are "taken for granted" in a social context (Sine and David, 2010). Formal regulation can be understood in the broadest sense. They are perceived as fixed environmental aspects that can be important from an entrepreneurial perspective: government rules and procedures, socio-economic conditions, entrepreneurial skills, entrepreneurship, and monetary and non-monetary support. There are three applicable institutional identifications: belonging rights, enterprise freedom, and hard work freedom.

Regarding socio-financial conditions, the framework cited above covers the attitudes of the network and authorities closer to entrepreneurial activities, elements had to encourage human beings in beginning a new brand enterprise. An essential issue on this second block refers to the extent of tax that employers maintain. This detail may be approached through financial freedom. According to Friedman and Desivilya (2010), entrepreneurship is a product of societal construction, representing an enterprising pursuit that both shapes and derives inspiration from the institutional context. The outcomes have to observe that the position of establishments, each formal and casual, performed a critical role inside the pleasant of entrepreneurship. However, not all establishments play an equal position in place of the influence among establishments on monetary development (Chowdhury

et al., 2019). Institutional elements, including the variety of tactics to initiate a commercial enterprise, personal credit score coverage, and access to communication, have been found to significantly influence the activity of entrepreneurship by driving business opportunities. Recognising this, the institutional environment is complex, with higher-level institutions changing more slowly than lower-level institutions. The evidence suggests that policymakers seeking to promote growth and entrepreneurship should first carefully assess the deficient aspects of the institutional environment. They should then systematically improve these areas, prioritising long-term prospects over short-term gains (Estrin et al., 2013).

Entrepreneurial Marketing

The concept of entrepreneurial marketing (EM) has opened up opportunities for various research areas, resulting in different perspectives and understandings of EM. Among the key areas of research within the field, the study of SMEs marketing stands out as a primary focus (Sadiku Dushi et al., 2019). Entrepreneurial marketing is an endeavor involving the execution of a strategic plan, serving as the connection between market orientation (MO) and entrepreneurial orientation (EO) (Aulia and Ridwan, 2019). EO reflects a company's growth rate based on identifying and exploiting market opportunities. Becherer et al. (2012). Entrepreneurial marketing is often believed to refer to the marketing of new and rapidly growing businesses. Entrepreneurial marketing, as defined by other scholars, involves the proactive identification and capture of the opportunities in order to attract and retain financially rewarding clientele. This is accomplished through the implementation of innovative strategies pertaining to risk management, procurement, and the creation of value. Entrepreneurial marketing is a vital resource for SMEs, and it helps them in the decision-making process to improve their effectiveness (Aulia and Ridwan, 2019). Some scholars contend that entrepreneurial marketing holds significance for all types of organizations, be they large or small. However, there is a widely held consensus that this notion is particularly relevant in the context of small enterprises (Becherer et al., 2012). In this specific context, entrepreneurial marketing functions as a concept that distinctly underscores the marketing strategy utili-

zed by SMEs (small and medium-sized enterprises). It acknowledges the importance of comprehending the marketing strategies of SMEs within the conceptual framework of both smaller and larger businesses. SMEs must pay attention to the dimensions of Entrepreneurial Marketing by combining marketing strategies to improve further performance that is superior to competitors (Aulia and Ridwan, 2019). The marketing performance of SMEs is significantly correlated with entrepreneurial marketing. (Fard and Amiri, 2018). This research has implications for SMEs to remain innovative and proactive, see opportunities, dare to take risks, and be customer-oriented to create innovation and marketing performance and can result in increasing SMEs profits (Fard and Amiri, 2018). Other studies also provide support for the notion that there is a substantial correlation between entrepreneurial marketing and marketing performance (Hidayatullah et al., 2019). The primary aim of this research is to investigate the various aspects of entrepreneurial marketing in their impact on small and medium enterprises (SMEs) in both developing and developed nations. Consequently, the findings reveal that the magnitude of entrepreneurial marketing has a significant influence on the performance of SMEs, encompassing additional factors such as the external business climate, the internal organizational environment, and the marketing strategy employed by the business. The present industry understanding describes various impediments to the success and longevity of small and medium-sized firms (SMEs) in both established and emerging locations. For example, energy crisis, skills shortage, political uncertainty, capital goods shortage, fiscal instability, mismanagement, reliance on non-tax revenues, lack of data on industry, decline in indirect investment in foreign currency, resistance to change, inflation, and market difficulties plague Pakistani SMEs. Under these circumstances, entrepreneurial marketing is one of the important determinants of the growth of SMEs because their marketing approach is incompatible with established traditional marketing theory (Becherer et al., 2012). Collinson and Shaw (2001) the notion is advanced that the concept of entrepreneurial marketing is particularly suited to small enterprises with limited resources, who focus on integrating entrepreneurial principles with the field of marketing. Morris et al. (2002) it has been as-

serted that the concept of entrepreneurial marketing encompasses a total of seven distinct dimensions. These dimensions include proactivity, calculated risk-taking, innovativeness, focus on opportunity, resource leveraging, customer intensity, and value creation.

SMEs Performance

SMEs (small and medium-sized enterprises) are widely recognised as the primary catalysts for economic growth in both developed and developing countries, especially in today's era of global economic integration. However, current industry knowledge reveals numerous barriers to the development and profitability of small businesses, ultimately leading to business failure and closure (Bandara et al., 2020). Marketing performance measurement is a crucial business process that offers valuable insights to organizations regarding the outcomes of their marketing endeavors. By conducting an analysis and assessment of the efficacy of diverse marketing tactics, this procedure empowers enterprises to measure the triumph of their marketing campaigns and formulate knowledgeable determinations for forthcoming enhancements. This is accomplished through the utilization of pivotal performance indicators and other relevant metrics, organizations can assess the impact of their marketing efforts on factors such as brand awa-

reness, customer engagement, and overall business growth. This comprehensive evaluation allows businesses to identify areas of strength and weakness, optimize their marketing strategies, and ultimately drive better results (Clark et al., 2014). Performance reviews are usually a very important form of market intelligence. This performance is determined by several factors, one of which is the applied business strategy. It is because marketing performance reflects the results of the activities performed by the company and, at the same time, can be a measure of the success of the company (Hendrayati and Gaffar, 2016; Oktavinus et al., 2019; Sari, 2010; Wirawan, 2017; Yasa et al., 2020). Marketing performance is described as a company's business activities that affect the success or the achievement of marketing effectiveness (Clark et al., 2014). In this case, the marketing results can be used as a guide to whether the company has achieved its maximum goals (Hatta, 2015).

Therefore, marketers need to consider various other factors, such as political, environmental, and marketing activities. So, the company's main task is to identify the needs and desires of consumers and always be oriented to creating added value for customers. Marketing performance has three dimensions: sales growth, customer growth, and profit growth (Gunday et al., 2011).

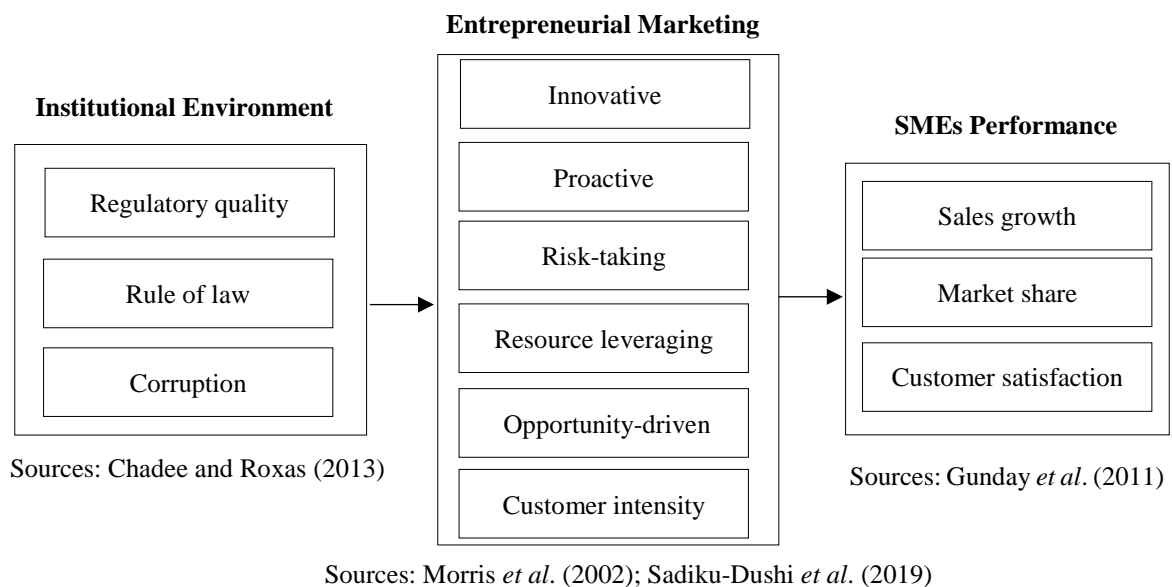


Figure 1. Conceptual Framework

HYPOTHESIS DEVELOPMENT

Adel et al. (2020), based on their result, stated that institutional environment has a significant effect on EMS (Entrepreneurial Marketing Strategy). However, the rejection of the correlation between the institutional environment and SME performance has been observed. With respect to the connection between the institutional environment and entrepreneurial activities, the authors have meticulously examined the existing body of literature and identified a dearth of research pertaining to this specific association. Different methodologies have been employed by multiple researchers to investigate this association, and it is important to highlight that there is a substantial consensus within the body of literature that the institutional landscape has a pivotal impact on the stimulation of entrepreneurial endeavors. For instance, Bowen and De Clercq (2008) the study emphasizes that the allocation of entrepreneurial marketing towards high-growth pursuits is affected by the financial and educational measures implemented by a nation to encourage entrepreneurship, but is impeded by the degree of corruption prevailing within the country. This research is ground-breaking in that it presents empirical evidence that illustrates the substantial influence of institutional characteristics on the distribution of entrepreneurial activities. By identifying this crucial connection, the study establishes the pivotal role that a nation's institutions can play in fostering economic growth. On the one hand, Chowdhury et al. (2019) institutions play a crucial role in fostering entrepreneurship, impacting both its quality and quantity. It is essential to acknowledge that not all institutions have an equal influence, as there exists a dynamic interplay between institutions and economic development. This relationship highlights the significance of understanding how different institutions shape and support entrepreneurial activities. By recognizing the varying roles institutions play, we can gain a deeper understanding of their impact on entrepreneurship and ultimately foster an environment conducive to sustainable economic growth.

H1: The Institutional Environment has a positive and significant effect on EM.

Alqahtani and Uslay (2020) investigate the evolution of entrepreneurial marketing and examine the literature that has arisen from the nexus of

marketing and entrepreneurship. They establish a definition for entrepreneurial marketing and determine the circumstances under which it can lead to improved organizational performance. Through a set of hypotheses drawn from their conceptual framework, they also highlight the moderating influence of network structure, environmental conditions, and business size. On the other hand, Sadiku Dushi et al. (2019) the Kosovo research emphasizes the importance of entrepreneurial marketing in boosting the performance of small and medium-sized firms (SMEs). It suggests that adopting entrepreneurial marketing as a strategy can help SMEs in enhancing their focus on opportunities and gaining a better understanding of the importance of resource leveraging. Furthermore, the study underlines the importance of value creation in predicting SME performance success. However, it also indicates that SMEs in Kosovo may lack proactiveness, innovation, and customer orientation in other dimensions of their operations.

H2: EM has a positive and significant effect on marketing performance.

Chadee and Roxas (2013) the study's goal is to demonstrate the major impact of institutional environment factors, such as regulatory quality, rule of law, and corruption, on enterprises' innovation capability and performance. According to the research, these variables have a direct and negative influence on organizations' innovation potential and performance. Furthermore, the study emphasizes the importance of innovation ability in mediating the impacts of institutions on company performance. Specifically, the results suggest that the current state of regulatory quality, rule of law, and corruption in Russia hinders firm innovation and subsequently affects their overall performance. Similar to Torkkeli et al. (2019) institutional factors have an influence on the worldwide performance of SMEs both directly and indirectly. According to the findings of the study, network competency is critical in mediating the positive link between institutional drivers and international success.

H3: The Institutional Environment has a positive and significant effect on marketing performance.

Adel et al. (2020) reveals that EMS has a significant beneficial impact on the performance

of small and medium-sized organizations (SMEs). It emphasizes that the institutional context has a strong beneficial influence on molding EMS. However, the study also reveals that the institutional environment has an insignificant effect on business performance (BP). These findings provide valuable insights to SMEs, emphasizing the significance of engaging in proactive, risk-taking, and innovative endeavors to create and deliver value to their customers. Furthermore, the study underscores the need for policymakers to take action in promoting a more favorable institutional environment for entrepreneurship in Egypt, thereby fostering a conducive ecosystem for SMEs to thrive.

H4: EM significantly mediates the relationship between the Institutional Environment and marketing performance.

METHOD

The descriptive causal technique is used in this work, which takes a quantitative approach. Palu City's population was comprised of 5830 culinary SMEs. A total of 100 people satisfied the requirements and completed the questionnaire entirely. The culinary SME actors who are also the sample are taken using purposive sampling techniques. The questionnaire is a data collection tool used in this research and is carried out individually online, by implementing strict health protocols, and online with the help of Google Forms. This questionnaire was designed with a Likert scale of 1-5 with

the aim of explaining the institutional environment and entrepreneurial marketing in influencing marketing performance. The data collection process is carried out over two months, starting from June to July 2021. The obtained data is then evaluated with the Smart-PLS software using a technology called structural equation modeling (SEM).

RESULTS

Based on the findings of a survey of 100 people completed by google forms and offline surveys, it can be concluded some descriptions of SMEs based on gender, education, age, sub-district, position, total employee, and profit per month, as in table 2. The path analysis is used to examine the relationship between direct and indirect effects. The instruments required to first assess the validity and reliability of each item in the questionnaire before testing each variable.

Table 2 presents the distribution of SME actors in Palu City, revealing a significant dominance of small businesses, which account for 92% of the total workforce. The typical gross revenue of these small firms ranges from one to fifteen million dollars. Further analysis of the data indicates that 53% of SME actors hold the position of owner, 18% are managers, and 29% fulfill both roles of owner and manager. Notably, West Palu District stands out as a sub-district with immense potential for SME development, surpassing other sub-districts in Palu City with a remarkable rate of 76.4%.

Table 1. Operational Definition and Indicators of the Variables

Variable	Definition	Indicators	Scale
Entrepreneurial Marketing Morris <i>et al.</i> (2002); Sadiku-Dushi <i>et al.</i> (2019)	The proactive identification and exploitation of possibilities for recruiting and sustaining wealthy consumers through innovative risk management, resource leveraging, and value production.	1. Innovative 2. Proactive 3. Risk-taking 4. Resource leveraging 5. Opportunity-driven 6. Customer intensity	Interval
Institutional Environment Chadee and Roxas (2013)	Institutions are thus defined as the "rules of the game in a society or, more formally, the humanly devised constraints that shape human interaction."	1. Regulatory quality 2. Rule of law 3. Corruption	Interval
Marketing Performance Gunday <i>et al.</i> (2011)	Marketing performance is defined as the overall marketing activity that a company uses to measure total growth, market share, and customer satisfaction.	1. Total growth 2. Market share 3. Customer satisfaction	Interval

Table 2. Descriptive Statistics

Description	Category	Frequencies	Percentage (%)
Gender	Male	35	35
	Female	65	65
Education	Primary school	6	6
	Junior high school	14	14
	Senior high school	44	44
	Undergraduate student	36	36
	Graduate student	0	0
	Postgraduate student	0	0
Age	<20	7	7
	21 – 30	31	31
	31 – 40	25	25
	41 – 50	31	31
	51 – 60	3	3
	>60	3	3
Sub-district	West Palu	37	37
	Mantikulore	20	20
	Nort Palu	11	11
	South Palu	7	7
	Tawaeli	7	7
	East Palu	17	17
	Tatanga	1	1
	Ulujadi	0	0
Position	Pemilik	53	53
	Manager	18	18
	Owner and Manager	29	29
Total employee	03-Oct	92	92
	Nov-20	6	6
	>20	2	2
Profit per month	1 – 15 million	59	59
	16 – 30 million	22	22
	31 – 45 million	7	7
	>46 million	12	12

Source: Primary Data Processed (2022)

The 2020 recapitulation of Palu City SMEs statistics reveals that there are 22,007 SMEs in Palu City, Central Sulawesi Province, distributed across all sub-districts. Of these, 5,830 are in the culinary industry, accounting for 26.5% of all SMEs. The remaining 16,177 enterprises are non-culinary. The statistics indicate that the culinary sector comprises the majority of SMEs in Palu City, with the remaining businesses coming from retail, manufacturing, the fishing industry, and other sectors. The results obtained using the Smart-PLS software are presented in the tables below, which show the validity, reliability, and direct and indirect effects. The correlation between index scores

and external variables can reveal changes in test validity due to reflex indicators. A good model is indicated by an AVE score of >0.50 or higher, and all constructs used in the study should have adequate discriminant validity (Pazos et al., 2020). Similarly, Cronbach's alpha must be greater than or equal to 0.60 (statistic $t > 1.96$ or p -value ≤ 0.05), as is the 5% significance of the test. The total reliability value (CR) of each structure must be greater than 0.7 to meet structural reliability requirements. Measurements show that all indicators are valid and can be used for analysis of structural models (internal models). See Tables 4 and 5 for the validity and reliability of the questionnaire.

Table 3. Description of SMEs in Palu City

District	Culinary	Non-culinary	Sum	Culinary (%)	Non-culinary (%)
Mantikulore	1.137	3.183	4.275	26.6%	73.4%
Palu Barat	1.059	3.426	4.485	23.6%	76.4%
Palu Selatan	732	2.083	2.818	26.0%	74.0%
Palu Timur	803	1.870	2.673	30.0%	70.0%
Palu Utara	367	1.200	1.567	23.4%	76.6%
Tatanga	952	1.792	2.748	34.6%	65.4%
Tawaeli	196	623	819	23.9%	76.1%
Ulujadi	584	2000	2.584	22.6%	77.4%

Source: Primary processed data (2022)

Table 4. Validity Test

Construct	AVE/Average Variance Extracted	Validity
Entrepreneurial Marketing	0.676	Valid
Institutional Environment	0.509	Valid
SMEs Performance	0.522	Valid

Source: Primary Data Processed (2022)

Table 5. Reliability Test

Construct	Composite Reliability	Reliability
Entrepreneurial Marketing	0.862	Reliable
Institutional Environment	0.851	Reliable
SMEs Performance	0.957	Reliable

Source: Primary Data Processed (2022)

Table 6. Direct Effect

Construct	P-value	Hypotheses
Institutional Environment – Entrepreneurial Marketing	0.000	Accepted
Entrepreneurial Marketing – Marketing Performance	0.000	Accepted
Institutional Environment – Marketing Performance	0.137	Not Accepted

Source: Primary Data Processed (2022)

Table 7. Indirect Effect

Construct	P-value	Hypotheses
Institutional Environment – Entrepreneurial Marketing – Marketing Performance	0.000	Accepted

Source: Primary Data Processed (2022)

Hypotheses Testing

The bootstrapping technique is utilized to make hypotheses testable. The data employed for bootstrapping is derived from the measurement stage. Within the structural model, hypothesis testing is incorporated to demonstrate the hypothesized relationship alongside the simulation practice. The purpose of this bootstrapping test is to ascertain both the direction and significance of the relationship for each latent variable. To conduct hypothesis testing, t-statistics or t-counts are compared. The t-count obtained in the bootstrapping test must be more than the one-tail t-table value, which is 1.65 for a standard error of 5% or a p-value less than 0.05 (Hair et al., 2017). The study indicates many major results based on the information supplied in Table 6. To begin, a P-value of 0.000 or 0.05 indicates that the institutional environment variable has a significant effect on entrepreneurial marketing. Second, the study shows that entrepreneurial marketing has a substantial influence on marketing performance, with a p-value of 0.000 or 0.05. Finally, the research shows that the institutional context has no influence on marketing performance, as indicated by a p-value of 0.136 or more than 0.05. The results are also shown in Table 7, where the indirect effect shows significant results. It is indicated by the P-value of 0.000 or less than 0.05.

DISCUSSION

The Institutional Environment on Entrepreneurial Marketing

Although previous research has suggested that the institutional environment can improve en-

trepreneurial marketing (Bowen and De Clercq, 2008; Chowdhury et al., 2019; Williams and Vorley, 2015), Not all institutions play the same role, nor do they have the same impact on economic development (Chowdhury et al., 2019). In line with Urbano et al. (2020), the study conducted by the researcher revealed that institutional factors, including the number of startup procedures, private credit coverage, and communication accessibility, have a significant impact on business activities and opportunities. The study's results have substantial policy implications for developing nations, since they might use them to improve their economic performance through entrepreneurship. By addressing and improving these institutional factors, developing countries can create a more conducive environment for businesses to thrive, thereby fostering economic growth and development.

One major issue is the limited availability of financial alternatives to promote entrepreneurship in developing countries. It is important to note that this is a subjective evaluation. Another perspective, which is supported by Haro et al. (2011) the study shows a significant correlation between the institutional environment and entrepreneurship. The entrepreneurial orientation of organizations is shaped by two key factors within the institutional environment: normative and cognitive aspects. These findings shed light on the intricate relationship between the institutional context and the entrepreneurial behavior of organizations, emphasizing the importance of understanding and considering both normative and cognitive influences when examining entrepreneurial activities. Additionally, the results demonstrate that the type of bu-

business conducted by a company is influenced by regulatory factors. Moreover, the study by Ahsan et al. (2021) and Wei (2022) the study has found a noteworthy correlation between perceived institutional support and entrepreneurial persistence. The research indicates that when small and medium-sized enterprises (SMEs) in developing nations perceive institutions as supportive, it encourages entrepreneurial marketing (EM) and consequently has a favorable influence on SMEs' marketing performance. The correlation between the Institutional Environment and Entrepreneurial Marketing is further enhanced when SMEs possess robust social networks and effectively utilize their business networks.

Entrepreneurial Marketing on the Marketing Performance

Marketing performance can be improved and its capability maintained in the future by adopting entrepreneurial marketing as a strategy. This strategy is particularly necessary for SMEs that have a better understanding of their capabilities. It is imperative for companies to swiftly initiate proactive and inventive marketing initiatives while also recognizing the vast potential that lies ahead. In this rapidly changing environment, it is crucial for companies to be agile and forward-thinking in order to capitalize on future opportunities. This will give them an advantage in the marketplace and ensure continued growth and success. These results are supported by the researcher's statement that entrepreneurial marketing is significantly correlated with marketing performance (Zahara et al., 2023; Fard and Amiri, 2018). These results suggest that culinary SMEs must be customer-centric to stay innovative, be proactive, see opportunities, dare to take risks, drive innovation and marketing performance, and generate high margins. Astuti (2019) suggests that SMEs should pay attention to the scale of Entrepreneurial Marketing and combine marketing strategies to make them more productive than their competitors. It is also supported by Bandara et al. (2020), who said that the size of entrepreneurial marketing affects SMEs in developing and developed countries. The results show that entrepreneurial marketing influences the performance of SMEs, including other variables such as the external business environment, internal company environment, and business approach to mar-

keting. Under these conditions, the significance of entrepreneurial marketing cannot be overstated in terms of driving the growth and ensuring the survival of small and medium-sized enterprises (SMEs). This is primarily due to the fact that the marketing strategies employed by SMEs are fundamentally incongruent with established traditional marketing theories (Becherer et al., 2012b). The outcomes associated with owner-managed SMEs are directly and positively influenced by the dimension of entrepreneurial marketing, as per the findings of this study (Buccieri et al., 2021). Becherer et al. (2012b), after browsing the literature and analyzing the results of this study. The study conducted by the authors revealed that the development of an entrepreneurial strategy at the enterprise level necessitates the presence of robust entrepreneurial marketing support at the functional level. In this way, culinary SMEs can conduct well-formulated entrepreneurial marketing to improve their marketing performance and add value to their developing or transitioning economic development. In addition, these results support previous research that emphasizes the importance of functional entrepreneurial marketing strategies to reach customers using bottom-up processes, interactive marketing, informal networks, and continuous innovation development that drives rather than follows customers (Franco et al., 2014; Schindehutte et al., 2000). Therefore, the study suggests that entrepreneurial marketing can be a successful strategy for companies to flourish in unpredictable circumstances. To measure this approach, a concise scale instrument has been introduced. To enhance the performance of their organization, managers should prioritize the six sub-dimensions of entrepreneurial marketing and its antecedents. By doing so, they can effectively address the various factors that contribute to the success of their business. These sub-dimensions encompass crucial aspects such as innovation, risk-taking, proactiveness, opportunity recognition, resource leveraging, and customer orientation. By understanding and leveraging these dimensions, managers can foster a culture of entrepreneurship within their organization, leading to improved performance and growth. Additionally, managers should also consider the antecedents of entrepreneurial marketing, which include factors like leadership, organizational culture, and strategic orientation. By focusing on these aspects,

managers can create an environment that supports and encourages entrepreneurial behavior, ultimately driving the success of their organization (Crick et al., 2021; Alqahtani et al., 2022).

The Institutional Environment on the Marketing Performance

Previous scholars have stated that the institutional environment has significantly affected marketing performance. However, this finding provides a more complex why and how this result is rejected. However, this finding provides a more complex why and how this result is rejected. First, the government policy is not well adapted to SME activity, for instance (social distancing cutting their operational work, and infrastructure). This result agrees with the opinion of Adel et al. (2020) and Pino et al. (2021), the research findings indicate that the institutional environment does not play a significant role in determining the business performance of SMEs. Additionally, the study highlights the significance of normative values for SMEs, emphasizing the importance of fostering a culture that values creativity and the implementation of new ideas. According to previous research, it has been found that the institutional environment does not have a significant impact on the performance of companies. This finding is in line with the existing body of knowledge in this field (Chadee and Roxas, 2013). This finding diverges from earlier studies that examined the impact of the institutional environment on business performance, specifically in terms of financial indicators such as sales growth or return on assets (ROA).

The Mediation Role of Entrepreneurial Marketing

Although the correlation between institutional environment and marketing performance does not have a significant effect in this case, the mediation has been proven to be significant. This is supported by Chadee and Roxas (2013), the study has revealed a significant discovery about the impact of entrepreneurial orientation on the relationship between the institutional environment and business performance. This finding is particularly noteworthy as it sheds light on the previously unexplored role of entrepreneurial orientation in mediating this relationship. Furthermore, the study highlights the positive influence of the formal ins-

titutional environment on encouraging entrepreneurship, which in turn leads to improved performance among small and medium-sized enterprises (SMEs). This research contributes to our understanding of the complex dynamics between institutional factors, entrepreneurial orientation, and business performance, providing valuable insights for both scholars and practitioners in the field.

IMPLICATIONS

This study presents findings of a robust correlation between entrepreneurial marketing, institutional environment, and marketing performance of small and medium-sized enterprises (SMEs). It emphasizes the importance of prioritizing the dimensions of entrepreneurial marketing, which include innovation, proactiveness, and risk-taking, as these factors significantly contribute to improving marketing performance. The article makes two significant contributions to the entrepreneurship literature. Firstly, it explores previously overlooked relationships, providing a more comprehensive understanding of the factors that influence marketing performance and highlighting the consequences of such performance. Additionally, it offers valuable insights into the mediating role of marketing performance in the connection between the institutional environment and SMEs' marketing performance. Secondly, the study identifies entrepreneurial marketing as a moderator in the relationship between the institutional environment and SMEs' marketing performance. These findings enhance the existing body of knowledge and have important implications for both researchers and practitioners in the field of entrepreneurship.

RECOMMENDATIONS

The study's findings can be a valuable reference for future researchers who aim to expand the range of variables examined in relation to the marketing performance of SMEs, at both the micro and macro levels. Moreover, policymakers can use these results to inform their decision-making regarding the implementation of accessible regulations for SMEs. When conducting further research, it is important to consider several limitations that may impact the results. For instance, focusing solely on non-culinary SMEs may limit the scope of the study. Additionally, the method used in this study relied solely on self-reported data, which may intro-

duce bias. Despite these limitations, the study was able to identify key variables that impact marketing performance, including entrepreneurial marketing and institutional environment. It is also important to note that the small sample size used in this study may limit the generalizability of the findings, and future research should consider using a larger sample size to increase the representativeness of the population.

CONCLUSIONS

The results showed that Institutional Environment has a positive and significant effect on Entrepreneurial Marketing, Entrepreneurial Marketing has a positive and significant effect on marketing performance, and Entrepreneurial Marketing significantly mediates the relationship between the Institutional Environment and marketing performance. However, Institutional Environment does not have a significant effect on marketing performance. The obtained results identify the significance of the institutional environment and the impact of entrepreneurial marketing on enhancing the marketing performance of culinary SMEs in Palu city. The first result shows that a stable and supportive institutional environment is necessary to create a good marketing environment. With these results, the regulation that the government uses for creating culinary SMEs in Palu City has a very positive impact on marketing performance. The second result shows that entrepreneurial marketing is essential for SMEs to increase their competitiveness and economic growth during the COVID-19 pandemic. Therefore, a proactive, innovative, courageous attitude in taking risks, efficient use of resources, attention to consumer orientation.

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