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Strategic Marketing Capabilities for Enhancing Marketing Performance: The Mediating Role of Innovation Capability in Women-Owned Emping SMEs

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Abstract: The marketing performance of women-owned traditional food SMEs is increasingly challenged by changing consumer behavior and rapid digital transformation. This study examines the effects of market orientation, social media orientation, and digital leadership on marketing performance through innovation capability among 200 women-owned *emping* SMEs in Pandeglang Regency, Banten, Indonesia, using PLS-SEM with SmartPLS 4. The results reveal that all three strategic marketing capabilities positively influence both innovation capability and marketing performance. In contrast, innovation capability significantly enhances marketing performance and mediates the relationships between the three antecedent variables and marketing performance. Among the predictors, digital leadership exerts the strongest influence on innovation capability, whereas innovation capability emerges as the most important determinant of marketing performance. These findings extend the Resource-Based View and Dynamic Capabilities Theory by demonstrating that strategic marketing capabilities contribute to superior marketing performance only when they are transformed into sustainable innovation capability, highlighting the importance of strengthening digital leadership, innovation capability, market orientation, and the strategic use of social media to enhance the long-term competitiveness of women-owned SMEs.

Keywords: Digital Leadership, Innovation Capability, Marketing Orientation, Marketing Performance, Social Media Orientation, Women-Owned SMEs.

INTRODUCTION

Business success is no longer determined solely by the ability to produce high-quality products (Hasan, Golan, 2024), as many local products demonstrate superior quality yet continue to experience slow sales growth and limited market expansion. This condition indicates that competitiveness is also shaped by a firm's ability to understand customer needs, respond effectively to market changes, and build sustainable relationships with consumers. In the marketing literature, these capabilities are reflected in marketing performance, defined as a firm's ability to increase sales, acquire new customers, expand market share, retain existing customers, and strengthen its competitive advantage (Morgan, 2012). The rapid transformation of consumer behavior has further intensified these demands, as consumers increasingly rely on

social media, online reviews, and product comparisons before making purchasing decisions (Xu et al., 2019). Consequently, firms are required to become more responsive to evolving customer preferences and dynamic market conditions to sustain their competitiveness in an increasingly competitive business environment (Haddad et al., 2020; Kankam-Kwarteng, Collins Osman & Acheampong, 2020).

This phenomenon is particularly evident among traditional food micro, small, and medium-sized enterprises (MSMEs) (F. Nursal et al., 2024; Rianto et al., 2022). Although traditional food products possess unique competitive advantages derived from indigenous knowledge, distinctive flavors, and cultural heritage that are difficult to replicate (Lee & Yoo, 2021), many business owners continue to depend primarily on loyal customers, intermediaries, and word-of-mouth promotion. Meanwhile, consumers increasingly utilize digital media to search for information, compare alternative products, and make purchasing decisions. This situation suggests that the primary challenge facing MSMEs is no longer the production of high-quality products, but rather ensuring that their products are recognized, trusted, and ultimately chosen by consumers (Citrasumidi & Pasaribu, 2023; Komariah et al., 2022)). A representative example can be found in the *emping* industry in Pandeglang Regency, Banten Province, particularly in the districts of Menes, Jiput, and Carita, which remain major production centers and are predominantly characterized by women-owned family businesses that have been passed down across generations (Nugraha, 2021; Suryana, 2024). To obtain an overview of the existing marketing conditions, this study commenced with a preliminary investigation through structured interviews involving 30 women-owned *emping* MSMEs across the three districts. The findings of the preliminary observation are presented in Table 1.

Table 1. Preliminary Survey Results of 30 Women-Owned Emping SMEs in Menes, Jiput, and Carita Districts, Pandeglang Regency

Indicator	Observation Results
Rely on intermediaries (collectors) as the primary marketing channel	73%
Use WhatsApp to receive customer orders	90%
Actively use Instagram for product promotion	28%
Sell products through online marketplaces	15%
Consistently use a registered or established brand name	35%
Market products outside Banten Province	22%
Introduced packaging innovations within the last two years	41%

Source: Authors' preliminary observation (2026).

The preliminary findings indicate that the primary challenge faced by women-owned *emping* MSMEs no longer lies in their ability to produce high-quality products. Most business owners have operated their enterprises for many years, enabling them to accumulate substantial experience in maintaining product quality. Moreover, *emping* has long been recognized as one of the signature traditional food products of Pandeglang Regency. The challenge emerges when these products compete in broader markets. Customer growth remains relatively slow, while market coverage has not expanded significantly. Most sales continue to rely heavily on existing customers and intermediaries, thereby limiting opportunities to attract new consumers. Although social media has been adopted by the majority of business owners, its utilization remains largely transactional, serving primarily as a channel for receiving orders. Platforms such as Instagram, Facebook, and online marketplaces have not yet been strategically leveraged to build brand awareness, promote products, or penetrate new markets. These findings suggest that the principal challenge confronting women-owned *emping* MSMEs is no longer increasing production capacity, but rather enhancing their marketing performance.

Market orientation refers to a firm's capability to understand customer needs, monitor competitors, and utilize market intelligence as the basis for strategic decision-making (Narver & Slater, 1990). As consumer behavior continues to evolve, social media orientation and digital

leadership have also emerged as critical strategic capabilities that enable firms to utilize social media as a valuable source of market intelligence, strengthen customer relationships, and adopt digital technologies to enhance organizational adaptability in a rapidly changing business environment (M. F. Nursal et al., 2022; Parveen et al., 2016; Rianto et al., 2021; Tajvidi & Karami, 2021). However, these strategic capabilities do not necessarily translate directly into improved marketing performance. Instead, their effectiveness depends on their transformation into innovation capability, defined as an organization's ability to develop new products, processes, and strategic initiatives that generate superior value for customers (Bogers et al., 2019; Ndubisi et al., 2020).

Although previous studies have examined the relationships among market orientation, social media orientation, digital leadership, innovation capability, and marketing performance, the empirical findings remain inconclusive, indicating that the underlying mechanisms linking these constructs require further theoretical and empirical clarification (Asad, M. Chethiyar, S. D. M. Ali, 2020; Handayani et al., 2024; M. F. Nursal et al., 2022; Saunila, 2020; G. Wang, Niu, et al., 2024). Therefore, this study integrates the Resource-Based View (RBV) and Dynamic Capabilities Theory to explain innovation capability as the underlying mechanism through which market orientation, social media orientation, and digital leadership influence marketing performance (Roger G. Schroeder, Kimberly A. Bates, 2002; G. Wang, Mansor, et al., 2024). This study contributes to the marketing literature by empirically testing this integrated framework in the context of women-owned *emping* MSMEs operating in the districts of Menes, Jiput, and Carita, Pandeglang Regency—an empirical setting that remains underrepresented in the international literature. Furthermore, it advances existing knowledge by examining the role of women as key marketing decision-makers in enhancing marketing performance through the development of innovation capability.

Literature Review

A. Resource-Based View and Dynamic Capabilities Perspective

This study is grounded in the Resource-Based View (RBV) and Dynamic Capabilities Theory, which posit that sustainable competitive advantage is determined not only by the possession of valuable resources but also by an organization's ability to deploy, develop, and reconfigure those resources in response to changes in the business environment while creating superior value for customers (Barney, 1986; Bogers et al., 2019; Teece, David J, 1997). Within the marketing context, these capabilities are reflected in market orientation, social media orientation, and digital leadership, which are conceptualized in this study as strategic marketing capabilities. These capabilities enable MSMEs to understand market needs, establish strong customer relationships, leverage digital technologies, and effectively manage organizational change (Aydin, 2020; Nguyen et al., 2022). However, these strategic capabilities do not automatically translate into superior marketing performance. Instead, they must be transformed into innovation capability, defined as the firm's ability to develop new products, improve business processes, introduce innovative marketing approaches, and generate innovations that address evolving customer needs. Consequently, innovation capability serves as the underlying mechanism linking strategic marketing capabilities to marketing performance, which is reflected in increased sales, customer growth, market expansion, stronger brand positioning, and sustainable customer relationships (Morgan, 2012). Based on this theoretical perspective, this study proposes a research model in which market orientation, social media orientation, and digital leadership influence marketing performance both directly and indirectly through innovation capability among women-owned *emping* MSMEs.

B. Strategic Marketing Capabilities and Innovation Capability

According to Dynamic Capabilities Theory, an organization's ability to generate innovation originates from its capacity to sense environmental changes, acquire relevant

knowledge, and integrate available resources into new forms of customer value (Teece, David J, 1997). Within the marketing domain, these processes are manifested through market orientation, social media orientation, and digital leadership, which are collectively conceptualized as strategic marketing capabilities in this study. Market orientation enables firms to understand customer needs, identify market changes, and monitor competitors, thereby allowing market intelligence to serve as the foundation for developing products, business processes, and marketing strategies that better satisfy customer expectations (Narver & Slater, 1990). For women-owned *emping* MSMEs, the ability to recognize changing consumer preferences is expected to stimulate innovations in product development, packaging, and marketing practices, thereby strengthening innovation capability (Saunila, 2020).

Similarly, social media orientation provides broader access to market intelligence through continuous digital interaction with customers. Beyond functioning as a communication platform, social media serves as an important learning mechanism that enables business owners to identify emerging market trends and develop innovations that better align with customer expectations (Tajvidi & Karami, 2021; Trainor et al., 2014). Furthermore, digital leadership facilitates the strategic adoption of digital technologies to support decision-making, accelerate organizational learning, and foster a culture that is more adaptive to environmental change. In the context of women-owned *emping* MSMEs, the owner's capability to leverage digital technologies is expected to accelerate innovation processes that generate superior value for customers (El Sawy & Pereira, 2013; C. L. Wang & Ahmed, 2007).

Based on the preceding arguments, the following hypotheses are proposed:

H1: Market orientation has a positive effect on innovation capability.

H2: Social media orientation has a positive effect on innovation capability.

H3: Digital leadership has a positive effect on innovation capability.

C. Strategic Marketing Capabilities and Marketing Performance

From the perspectives of the Resource-Based View and Dynamic Capabilities Theory, market orientation, social media orientation, digital leadership, and innovation capability represent strategic capabilities that enhance marketing performance by enabling firms to understand customer needs, leverage digital technologies, develop innovations, and respond effectively to market changes (Tajvidi & Karami, 2021; Teece, David J, 1997; Trainor et al., 2014). Previous studies consistently demonstrate that these strategic capabilities contribute positively to marketing performance (Morgan, 2012; Saunila, 2020; Verhoef & Langerak, 2001). Accordingly, the following hypotheses are proposed:

H4: Market orientation has a positive effect on marketing performance.

H5: Social media orientation has a positive effect on marketing performance.

H6: Digital leadership has a positive effect on marketing performance.

H7: Innovation capability has a positive effect on marketing performance.

D. The Mediating Role of Innovation Capability

The Resource-Based View argues that a firm's resources and capabilities constitute the foundation for achieving sustainable competitive advantage. However, the mere possession of strategic capabilities does not automatically result in superior organizational performance. Firms must transform these capabilities into innovations that generate value for customers. This transformation process is explained by Dynamic Capabilities Theory, which emphasizes an organization's ability to integrate market knowledge, technological resources, and accumulated experience into innovations that strengthen competitive advantage (Bogers et al., 2019; Teece, David J, 1997).

In this study, innovation capability is conceptualized as the underlying mechanism through which market orientation, social media orientation, and digital leadership are translated into improved marketing performance. Business owners who possess a strong understanding of

customer needs, strategically utilize social media, and demonstrate adaptive digital leadership are expected to be more capable of generating innovations that correspond to evolving market demands. These innovations, in turn, contribute to increased sales, broader market coverage, and customer growth, ultimately leading to superior marketing performance. Accordingly, the following hypotheses are proposed:

H8: Innovation capability mediates the relationship between market orientation and marketing performance.

H9: Innovation capability mediates the relationship between social media orientation and marketing performance.

H10: Innovation capability mediates the relationship between digital leadership and marketing performance.

Based on the theoretical arguments and empirical evidence discussed above, this study develops a conceptual framework that explains the relationships among market orientation, social media orientation, digital leadership, innovation capability, and marketing performance. The proposed model suggests that the three strategic marketing capabilities influence marketing performance both directly and indirectly through innovation capability as a mediating variable. The conceptual framework of the study is presented in Figure 1.

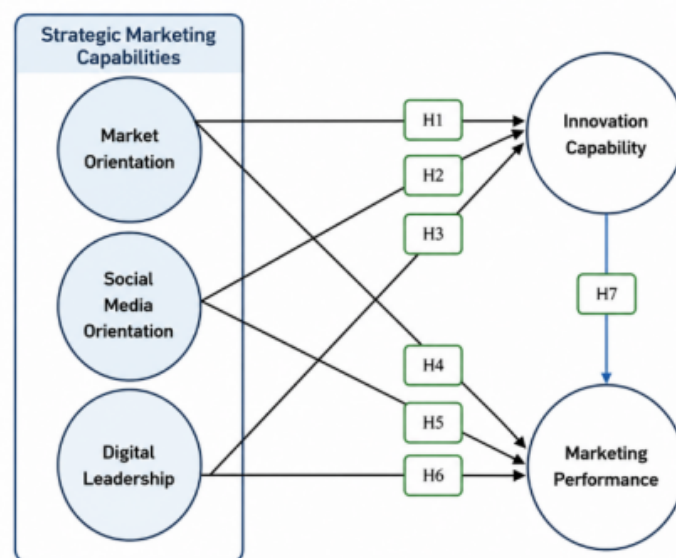


Figure 1. Conceptual Research Framework

METHOD

This study employed a quantitative research approach with a survey design to examine the effects of market orientation, social media orientation, and digital leadership on marketing performance through innovation capability among women-owned *emping* MSMEs located in the districts of Menes, Jiput, and Carita, Pandeglang Regency, Banten Province. Since no comprehensive sampling frame was available, a non-probability accidental sampling technique was employed, with respondents consisting of the business owners or principal managers of the enterprises. Following the recommendation of (Hair et al., 2019), the proposed research model comprised 20 measurement indicators. Accordingly, a sample size of 200 respondents was considered sufficient to satisfy the minimum requirements for PLS-SEM analysis.

Primary data were collected using a structured questionnaire measured on a five-point Likert scale. All measurement instruments were adapted from well-established studies, including market orientation (Narver & Slater, 1990), social media orientation (Tajvidi & Karami, 2021; Trainor et al., 2014), digital leadership (Mihardjo et al., 2019), innovation capability (Lawson & Samson, 2001), and marketing performance). The data were analyzed

using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The analysis consisted of evaluating the measurement model—including convergent validity, discriminant validity, and reliability—followed by assessment of the structural model using the bootstrapping procedure with a 95% confidence level.

RESULTS AND DISCUSSION

A. Evaluation of the Measurement Model (Outer Model)

The data were analyzed using SmartPLS 4 following a two-stage PLS-SEM procedure, comprising the evaluation of the measurement model (outer model) and the structural model (inner model). The first stage aimed to assess the validity and reliability of the measurement constructs before examining the structural relationships among the latent variables. Specifically, the measurement model was evaluated in terms of convergent validity, discriminant validity, and internal consistency reliability to ensure that all constructs met the recommended psychometric criteria. The results of the measurement model assessment are presented in Table 2.

Table 2. Reliability and Convergent Validity Assessment

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Digital Leadership	0.943	0.950	0.954	0.750
Innovation capability	0.948	0.951	0.959	0.795
Marketing Orientation	0.893	0.934	0.922	0.705
Marketing Performance	0.900	0.918	0.925	0.711
Social Media Orientation	0.873	0.882	0.907	0.661

Source: SmartPLS 4 Output, 2026

Before examining the structural relationships among the constructs, the measurement model was evaluated to ensure the reliability and validity of each construct. As reported in Table 2, all constructs demonstrated satisfactory internal consistency, with Cronbach's alpha values ranging from 0.873 to 0.948, rho_A values ranging from 0.882 to 0.951, and composite reliability values ranging from 0.907 to 0.959. All of these values exceeded the recommended threshold of **0.70** suggested by (Hair et al., 2019), indicating strong internal consistency reliability. Furthermore, convergent validity was established, as the average variance extracted (AVE) values ranged from 0.661 to 0.795, all exceeding the recommended minimum threshold of 0.50. Innovation capability exhibited the highest AVE value (0.795), whereas social media orientation recorded the lowest (0.661). Nevertheless, all constructs satisfied the recommended convergent validity criterion. These findings confirm that the measurement indicators adequately represent their respective latent constructs and are therefore suitable for subsequent structural model analysis.

B. Structural Model Assessment

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was used to assess the explanatory power of the research model by measuring the extent to which the exogenous constructs explain the variance in the endogenous constructs. Specifically, the R^2 value represents the proportion of variance in each endogenous variable that can be accounted for by the exogenous variables included in the model. Higher R^2 values indicate greater explanatory power and, consequently, a better fit of the proposed model in explaining the phenomenon under investigation. The results of the coefficient of determination analysis are presented in Table 3.

Table 3. Coefficient of Determination (R^2)

	R-square	R-square adjusted
Innovation capability	0.672	0.667
Marketing Performance	0.714	0.708

Source: SmartPLS 4 Output, 2026

As presented in Table 3, the R^2 value for innovation capability is 0.672, with an adjusted R^2 of 0.667. These results indicate that 67.2% of the variance in innovation capability is explained by market orientation, digital leadership, and social media orientation, while the remaining 32.8% is attributable to factors outside the scope of the present research model. Meanwhile, marketing performance exhibits an R^2 value of 0.714 and an adjusted R^2 of 0.708, indicating that 71.4% of its variance is explained by market orientation, digital leadership, social media orientation, and innovation capability, whereas the remaining 28.6% is accounted for by other variables not included in this study. According to the criteria proposed by (Hair et al., 2019), both R^2 values indicate substantial explanatory power, suggesting that the proposed model possesses strong predictive capability and is appropriate for hypothesis testing.

C. Hypothesis Testing

The hypotheses were tested using the bootstrapping procedure implemented in SmartPLS 4 to examine the direction and statistical significance of the relationships among the constructs in the proposed model. Hypothesis acceptance was determined based on the t-statistic and p-value, whereby a hypothesis was considered supported if the t-statistic exceeded 1.96 and the p-value was less than 0.05. The results of the direct effect analysis are presented in Table 4.

Table 4. Results of Direct Effect Testing

Hypotheses	Relationship	Original sample (O)	T statistics ($ O/STDEV $)	P values	Decision
H1	Marketing Orientation -> Innovation capability	0.060	5.499	0.000	Supported
H2	Social Media Orientation -> Innovation capability	0.058	5.285	0.000	Supported
H3	Digital Leadership -> Innovation capability	0.732	7.351	0.000	Supported
H4	Marketing Orientation -> Marketing Performance	0.574	6.901	0.000	Supported
H5	Social Media Orientation -> Marketing Performance	0.272	3.066	0.002	Supported
H6	Digital Leadership -> Marketing Performance	0.622	3.744	0.000	Supported
H7	Innovation capability -> Marketing Performance	0.797	2.450	0.014	Supported

Source: SmartPLS 4 Output, 2026

As shown in Table 4, all direct-effect hypotheses (H1–H7) were supported by the empirical data. Market orientation exerted a positive and significant effect on innovation capability ($\beta = 0.060$; $t = 5.499$; $p < 0.001$) and marketing performance ($\beta = 0.574$; $t = 6.901$; $p < 0.001$). Likewise, social media orientation had a positive and significant effect on innovation capability ($\beta = 0.058$; $t = 5.285$; $p < 0.001$) and marketing performance ($\beta = 0.272$; $t = 3.066$; $p = 0.002$). Meanwhile, digital leadership demonstrated a positive and significant effect on both innovation capability ($\beta = 0.732$; $t = 7.351$; $p < 0.001$) and marketing performance ($\beta = 0.622$;

$t = 3.744$; $p < 0.001$), with the strongest effect observed on innovation capability. Furthermore, innovation capability was found to have a positive and significant effect on marketing performance ($\beta = 0.797$; $t = 2.450$; $p = 0.014$). Overall, these findings provide empirical support for all proposed direct-effect hypotheses (H1–H7).

D. Mediation Analysis

Following the assessment of the direct effects, the analysis proceeded to examine the mediating role of innovation capability in the relationships between market orientation, social media orientation, digital leadership, and marketing performance. The mediation analysis was conducted using the bootstrapping procedure in SmartPLS 4. An indirect effect was considered statistically significant when the corresponding **p-value** was less than 0.05. The results of the mediation analysis are presented in Table 5.

Table 5. Results of Indirect Effect (Mediation Analysis)

Hypothesis	Relationship	Original sample (O)	T statistics (O/STDEV)	P values	Decision
H8	Marketing Orientation -> Innovation capability -> Marketing Performance	0.048	1.797	0.042	Supported
H9	Social Media Orientation -> Innovation capability -> Marketing Performance	0.046	1.918	0.038	Supported
H10	Digital Leadership -> Innovation capability -> Marketing Performance	0.583	2.458	0.014	Supported

Source: SmartPLS 4 Output, 2026

As presented in Table 5, all indirect-effect hypotheses (H8–H10) were supported by the empirical evidence, confirming the mediating role of innovation capability in the proposed research model. Specifically, innovation capability significantly mediated the relationship between market orientation and marketing performance ($\beta = 0.048$; $t = 1.797$; $p = 0.042$), between social media orientation and marketing performance ($\beta = 0.046$; $t = 1.918$; $p = 0.038$), and between digital leadership and marketing performance ($\beta = 0.583$; $t = 2.458$; $p = 0.014$). Among these indirect relationships, the mediating effect of innovation capability on the relationship between digital leadership and marketing performance was the strongest. Therefore, all proposed mediation hypotheses (H8–H10) were supported.

Discussion

A. The Effects of Market Orientation, Social Media Orientation, and Digital Leadership on Innovation Capability.

The findings demonstrate that market orientation, social media orientation, and digital leadership positively influence innovation capability among women-owned *emping* MSMEs in Pandeglang Regency. Market orientation enables business owners to better understand customer needs, monitor competitors' strategies, and respond to changing market conditions, thereby fostering innovations in products, packaging, and marketing practices (Aydin, 2020). This finding is consistent with the Market Orientation Theory proposed by (Narver & Slater, 1990), which argues that customer and competitor orientation constitute the foundation for value creation and innovation. It also supports the findings of (Morgan et al., 2009), who identified market orientation as a key determinant of innovation capability.

Similarly, social media orientation enhances innovation capability by providing timely information regarding market trends, customer preferences, and competitors' strategies. Consequently, social media functions not only as a promotional platform but also as an important source of customer intelligence and organizational learning (Tajvidi & Karami, 2021; Trainor et al., 2014). These findings are consistent with the Resource-Based View (RBV),

which considers digital information and knowledge as valuable intangible resources that can be transformed into innovation capabilities (Arubayi, 2020). Among the three strategic capabilities, digital leadership emerged as the strongest predictor of innovation capability. The ability of business owners to lead organizational change, adopt digital technologies, and integrate these technologies into business operations constitutes the primary foundation for sustainable innovation. This result supports Dynamic Capabilities Theory (Teece, David J, 1997)) and corroborates previous studies (García-morales, 2026; Mihardjo et al., 2019; Zeike et al., 2019), which demonstrate that leaders possessing strong digital competencies are more capable of fostering an organizational culture that supports innovation.

However, within the context of women-owned *emping* MSMEs in Pandeglang Regency, market orientation and social media orientation are primarily reflected in incremental innovations, including improvements in packaging, the introduction of new product variants, adjustments to product size, and the use of social media for promotional activities and customer communication. Consequently, their contributions to innovation capability remain relatively weaker than that of digital leadership, which exerts a broader strategic influence on organizational transformation.

B. The Effects of Market Orientation, Social Media Orientation, Digital Leadership, and Innovation Capability on Marketing Performance.

The findings further indicate that market orientation, social media orientation, digital leadership, and innovation capability positively influence marketing performance among women-owned *emping* MSMEs in Pandeglang Regency. Market orientation enhances marketing performance by enabling business owners to better understand customer needs, adapt products to evolving market demands, and establish long-term relationships with customers. These findings are consistent with the Market Orientation Theory and previous studies identifying market orientation as a critical determinant of marketing performance among MSMEs (Pastika et al., 2025)).

Likewise, social media orientation significantly improves marketing performance by expanding market reach, increasing product visibility, and strengthening customer relationships through digital platforms. These findings support the Resource-Based View (RBV), which emphasizes that knowledge, technology, and digital networks represent strategic organizational resources capable of generating sustainable competitive advantage (Barney, 1986). The present findings are also consistent with previous empirical studies (Nguyen et al., 2022; M. F. Nursal et al., 2022; Rianto et al., 2022). For women-owned *emping* MSMEs, social media platforms such as WhatsApp Business, Facebook, Instagram, and TikTok have become effective tools for promoting products, building consumer trust, and expanding market access. Furthermore, digital leadership plays a critical role in improving marketing performance by enabling business owners to leverage digital technologies for identifying market opportunities, managing promotional activities, expanding distribution networks, and responding more effectively to environmental changes (García-morales, 2026; Mihardjo et al., 2019).

Among all variables examined, innovation capability emerged as the most influential determinant of marketing performance. The ability to develop innovative products, improve business processes, and implement creative marketing strategies enables firms to generate superior customer value that is difficult for competitors to imitate. This finding reinforces Dynamic Capabilities Theory, which argues that sustainable competitive advantage arises from an organization's ability to transform its resources into valuable innovations (Sulistiyowati, 2025), and is consistent with previous studies (Boateng, 2022; Sahoo, 2019). Within the context of women-owned *emping* MSMEs, innovation is reflected in the development of new product flavors, improvements in packaging, enhancements in product quality, greater utilization of digital media, and product adaptations designed to meet the needs of tourists and consumers

outside the local market. These innovations ultimately strengthen business competitiveness and contribute to long-term business sustainability.

C. The Mediating Role of Innovation Capability

The results further confirm that innovation capability mediates the relationships between market orientation, social media orientation, and digital leadership and marketing performance, indicating that these strategic capabilities do not directly translate into superior marketing outcomes unless they are transformed into organizational innovations (Iqbal et al., 2019; Mahmoud et al., 2016). This finding strengthens the integration of the Resource-Based View (RBV) and Dynamic Capabilities Theory, both of which argue that sustainable competitive advantage depends not only on possessing valuable, rare, and inimitable resources but also on the organization's ability to continuously develop those resources through learning, adaptation, and innovation (R.Aditya, Firdaus, 2020; Zhang et al., 2024).

The findings are also consistent with previous studies (Saunila, 2020), which emphasize that innovation capability serves as the primary mechanism through which organizations enhance competitiveness and improve organizational performance. In the context of women-owned *emping* MSMEs in Pandeglang Regency, the ability to integrate market orientation, social media orientation, and digital leadership into innovative products, processes, and marketing practices has proven essential for expanding market access, increasing product value, and ensuring long-term business sustainability.

These findings also carry important managerial implications. Programs aimed at empowering MSMEs should extend beyond promoting digital marketing adoption and place greater emphasis on strengthening innovation capability. Without the capability to convert market knowledge and digital resources into meaningful innovations, digital transformation alone is unlikely to generate sustainable improvements in marketing performance.

CONCLUSION

This study demonstrates that market orientation, social media orientation, and digital leadership play significant roles in enhancing the marketing performance of women-owned *emping* MSMEs in Pandeglang Regency, both directly and indirectly through innovation capability. Among these strategic capabilities, digital leadership emerged as the strongest determinant of innovation capability, while innovation capability was identified as the most influential driver of marketing performance. These findings indicate that superior marketing performance depends not only on a firm's ability to understand market needs and leverage social media but also on the capability of business owners to lead digital transformation and continuously foster innovation. Accordingly, innovation capability serves as the strategic mechanism through which organizational capabilities are translated into improved marketing performance.

From a theoretical perspective, this study reinforces the Resource-Based View (RBV) and Dynamic Capabilities Theory by demonstrating that sustainable competitive advantage can only be achieved when strategic resources and organizational capabilities are effectively transformed into innovation capability. Furthermore, this research extends the application of these theoretical perspectives to the context of women-owned MSMEs operating in the traditional food sector, particularly the *emping* industry in Pandeglang Regency. From a practical perspective, the findings suggest that MSME development initiatives should focus not only on expanding market access and promoting the adoption of social media but also on strengthening digital leadership and cultivating an organizational culture that supports continuous innovation. Such efforts are expected to enable MSMEs to respond more effectively to changing market conditions and achieve sustainable improvements in marketing performance. Despite these contributions, this study is subject to several limitations. The research was conducted within a single geographical area and focused exclusively on women-

owned *emping* MSMEs, which may limit the generalizability of the findings to other industries and regional contexts. Future research is therefore encouraged to include broader geographical coverage and different business sectors, while incorporating additional variables related to digital transformation, organizational capabilities, and competitive advantage to provide a more comprehensive understanding of the determinants of marketing performance.

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