

The Effect of Digital Literacy, Market Orientation, and Digital Marketing Capability on MSME Marketing Performance

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Abstract

This study explores how digital literacy, market orientation, and digital marketing capability affect the marketing performance of Food and Beverage MSMEs in Cirebon Regency. A quantitative method utilizing an associative research design was used to investigate the relationships among the variables. The research involved 100 MSME owners selected through simple random sampling using Slovin's formula with a 10% margin of error. Data were collected using a structured questionnaire based on a five-point Likert scale and analyzed through multiple linear regression using IBM SPSS software. The results indicate that digital literacy, market orientation, and digital marketing capability have positive and significant effects on marketing performance. Digital literacy emerged as the most influential variable ($\beta = 0.272$), followed by market orientation ($\beta = 0.173$) and digital marketing capability ($\beta = 0.153$). Furthermore, the three variables simultaneously had a significant effect on marketing performance ($F = 18.379, p < 0.001$), with the model explaining 34.5% of the variance in marketing performance. These findings suggest that strengthening digital literacy, market-oriented business practices, and digital marketing capabilities is essential for improving the competitiveness and marketing performance of MSMEs in an increasingly digital business environment

Keywords: *Digital literacy, Market orientation, Digital marketing capability, Marketing performance, MSMEs*

INTRODUCTION

The rapid progress of digital technology has transformed the business environment and created new opportunities for Micro, Small, and Medium Enterprises (MSMEs) to improve their marketing efficiency. The increasing utilization of online platforms, social networks, online shopping, and digital marketplaces has encouraged MSMEs to adopt digital technologies as essential tools for expanding their market and engaging with customers. In Indonesia, the necessity of digital transformation has become more apparent. The Ministry of Communication and Informatics reports that around 27 million MSMEs have embraced digital technology, with a government goal of raising this figure to 30 million MSMEs by 2024, highlighting the strategic significance of digitalization in enhancing MSME competitiveness and market reach (Kementerian Komunikasi dan Informatika Republik Indonesia, 2024). Additionally, Statistics Indonesia revealed that 72.78% of the Indonesian population accessed the internet in 2024, showcasing a swiftly evolving digital environment that can foster business growth and marketing efforts (Ismartini Pudji et al., 2025).

In this context, Cirebon Regency stands out as a region with a vibrant MSME sector, especially within the Food and Beverage industry. According to information from the Open Data Portal of Cirebon Regency, the Food and Beverage sector includes 18,096 MSMEs, positioning it as one of the largest MSME categories in the area (Pemerintah Kabupaten Cirebon, 2023). With the rise in internet and social media usage, numerous MSMEs have started employing digital platforms for promoting and distributing their products. Nevertheless, the uptake of digital technology is still fairly restricted. Around 40% of MSMEs in Cirebon Regency have embraced digital platforms for their business operations, whereas numerous others continue to depend on traditional marketing methods (Ramdhani et al., 2023). This scenario highlights a disparity

between the accessible digital options and the real skills of MSME owners in employing digital technology efficiently.

The challenges encountered by MSMEs in Cirebon Regency involve not only the access to digital technologies but also the ability of entrepreneurs to leverage these technologies effectively. Despite numerous MSMEs having a foothold on social media and online marketplaces, their use of digital tools tends to be restricted to fundamental promotional tasks and is devoid of a structured strategy. In numerous situations, business choices continue to be made without effectively leveraging digital data and analytical insights. Customer data, digital interaction statistics, and market insights are often neglected when developing marketing plans and assessing business outcomes. Earlier research has emphasized that insufficient digital literacy might hinder MSME owners from efficiently leveraging digital technologies and adjusting to the continuous digital transformation (Rofaida et al., 2021; A. Wulandari et al., 2024). Moreover, restricted digital skills can diminish the efficiency of digital marketing efforts and obstruct enhancements in business performance (Ramdan et al., 2025). Consequently, a lack of digital literacy, poor market orientation, and restricted digital marketing skills may hinder MSMEs from maximizing their marketing efforts. These constraints can diminish competitiveness and hinder businesses in the Food and Beverage industry from attaining better marketing results in a more dynamic and competitive market.

The Resource-Based View (RBV) suggests that a company's performance is primarily influenced by its capacity to cultivate and utilize valuable strategic resources and capabilities that can provide enduring competitive advantages (Barney, 1991). Within MSMEs, digital literacy, market orientation, and capabilities in digital marketing serve as crucial intangible assets that enhance business competitiveness and marketing success. Digital literacy allows business owners to effectively use digital information and technologies, market orientation enhances understanding of customer needs and market dynamics, and digital marketing capability boosts the firm's proficiency in managing customer relationships and communication via digital platforms. Prior research has reliably shown the beneficial impact of these abilities on business and marketing outcomes. Digital literacy boosts MSMEs' capacity to adopt and effectively use digital technologies (Rofaida et al., 2021; Suarantalla, 2025; A. Wulandari et al., 2024), market orientation enhances organizational agility and value generation for customers (Dewi et al., 2024; Hidayati et al., 2025; Made et al., 2024; Yaskun et al., 2023), and digital marketing competence aids in customer acquisition, relationship building, and market growth (Chinakidzwa et al., 2020; Muhammad et al., 2023; Purwanti et al., 2022; Zahara et al., 2023). Consequently, these abilities are anticipated to greatly contribute to improving the marketing effectiveness of MSMEs.

Previous studies have consistently reported that digital literacy improves business and marketing performance by enhancing the ability of business actors to utilize digital technologies effectively (Ramdan et al., 2025; Rofaida et al., 2021). Likewise, market orientation has been found to improve marketing outcomes through a better understanding of customer needs and market dynamics (Dewi et al., 2024; Muhammad et al., 2023), while digital marketing capability contributes to superior marketing performance by enabling firms to implement effective digital marketing strategies (Purwanti et al., 2022; Zahara et al., 2023). Despite these findings, several research gaps remain. First, most previous studies have examined digital literacy, market orientation, and digital marketing capability separately, focusing on their individual effects on business or marketing performance. Limited studies have integrated these three variables simultaneously within a single research model to explain marketing performance among MSMEs. Second, empirical evidence focusing specifically on Food and Beverage MSMEs in Cirebon Regency remains limited despite the sector's substantial contribution to the regional economy. Third, differences in business characteristics, digital readiness, and competitive environments may lead to variations in the influence of digital literacy, market orientation, and digital marketing capability on marketing performance. Therefore, further investigation is needed

to provide a more comprehensive understanding of how these factors collectively contribute to MSME marketing performance in a local business context.

Taking these factors into account, this study provides a broader viewpoint by concurrently analyzing the impacts of digital literacy, market orientation, and digital marketing capability on the marketing performance of Food and Beverage MSMEs in Cirebon Regency, Indonesia. While previous studies have demonstrated the importance of digital literacy in improving business performance (Rofaida et al., 2021), market orientation in enhancing marketing outcomes (Muhammad et al., 2023), and digital marketing capability in strengthening marketing performance (Purwanti et al., 2022), these variables have generally been examined separately. Therefore, this research extends prior studies by integrating the three variables into a single analytical framework and applying it within a specific MSME context that has received limited scholarly attention. The findings are expected to enrich the marketing management literature, particularly in the MSME sector, while also providing practical insights for MSME owners and policymakers in developing strategies to strengthen competitiveness and business sustainability in the digital era.

RESEARCH METHODS

As stated by Sugiyono (2013), quantitative research refers to a method that investigates particular populations or samples by gathering numerical data and utilizing statistical analysis to evaluate established hypotheses. This research utilized a quantitative associative method to examine the impact of Digital Literacy, Market Orientation, and Digital Marketing Capability on Marketing Performance in Food and Beverage MSMEs within Cirebon Regency. The associative method was employed to investigate the connection and causal effect between independent and dependent variables via empirical analysis.

The study was conducted on Food and Beverage MSMEs in Cirebon Regency, Indonesia. The group comprised 18,096 MSMEs operating within the Food and Beverage sector. The sample size was determined using Slovin's formula with a 10% margin of error, resulting in 100 participants. The selection of participants was conducted using a simple random sampling technique. Sugiyono (2013) explains that simple random sampling is a technique in which individuals from the population are selected at random without considering any existing strata within the population, provided that the population is relatively homogeneous. As a result, each MSME in the population had an identical opportunity to be selected as a participant in the research.

The collection of data involved both primary and secondary sources. Data were gathered through online questionnaires (Google Forms) distributed to owners or managers of MSMEs. A questionnaire is a technique for collecting information that involves providing a set of written questions for participants to respond to based on their experiences and opinions. Sugiyono (2013) argues that surveys are a useful approach for studies involving a large number of respondents, as they facilitate fast, organized data gathering in a format suitable for quantitative analysis. The questionnaire utilized a five-point Likert Scale that went from 1 (Strongly Disagree) to 5 (Strongly Agree). Secondary data were collected from government reports, statistical documents, scholarly journals, e-books, and various relevant sources related to MSME development and digital marketing.

The variables analyzed in this research included Digital Literacy (X_1), Market Orientation (X_2), Digital Marketing Capability (X_3), and Marketing Performance (Y). Table 1 displays the operational measurements of the variables. Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS). The analytical procedure involved descriptive statistics, validity and reliability testing, classical assumption checks such as normality, multicollinearity,

and heteroscedasticity evaluations, multiple linear regression analysis, determination coefficient (R^2), partial t-tests, and simultaneous F-tests to explore the impact of Digital Literacy, Market Orientation, and Digital Marketing Capability on Marketing Performance.

Table 1. Variable Measurements

Variable	Operational Definition	Dimension	Scale
Digital Literacy (X1)	The ability of MSME owners to access, understand, evaluate, and utilize digital information effectively to support business activities and decision-making processes.	1. Internet Searching. 2. Hypertextual Navigation 3. Content Evaluation. 4. Knowledge Assembly	Likert (1-5)
Market Orientation (X2)	An organizational culture that focuses on understanding customer needs, monitoring competitors, and coordinating organizational resources to create superior customer value and achieve sustainable business performance.	1. Customer Orientation. 2. Competitor Orientation. 3. Interfunctional Coordination	Likert (1-5)
Digital Marketing Capability (X3)	The ability of MSMEs to utilize digital technologies to gather customer information, understand customer needs, establish customer relationships, and conduct effective digital communication activities.	1. Customer Information. 2. Customer Need. 3. Customer Relationship. 4. Customer Communication	Likert (1-5)
Marketing Performance (Y)	The level of achievement of marketing objectives reflected in improvements in sales, market position, and overall business performance.	1. Sales Growth. 2. Market Share. 3. Customer Satisfaction	Likert (1-5)

RESULTS AND DISCUSSION

The data were collected from 100 respondents from Food & Beverage MSMEs in Cirebon Regency. Before hypothesis testing, the quality of the research instrument was examined through validity and reliability testing. The validity test results showed that all items for Digital Literacy (X1), Market Orientation (X2), Digital Marketing Capability (X3), and Marketing Performance (Y) were valid ($r_{\text{count}} > r_{\text{table}}$), indicating that each indicator had a sufficient correlation with its respective variable and was therefore suitable for further analysis. In addition, the reliability test indicated that all variables had Cronbach's Alpha values greater than 0.70, confirming that the research instrument was reliable and internally consistent.

The normality test using the One-Sample Kolmogorov-Smirnov test produced an asymptotic significance value of 0.200 ($p > 0.05$), indicating that the residuals were normally distributed. The multicollinearity test showed that all Tolerance values exceeded 0.10 and all Variance Inflation Factor (VIF) values were below 10, indicating the absence of multicollinearity among the independent variables. Furthermore, the heteroscedasticity test using the Glejser method revealed significance values greater than 0.05 for Digital Literacy, Market Orientation, and Digital Marketing Capability, indicating that no heteroscedasticity problem existed in the regression model. Therefore, the data fulfilled the assumptions required for multiple linear regression analysis. The results of the regression analysis are presented in Table 2.

Table 2. Multiple Linear Regression Results

Model	Unstandardized Coefficients (B)	Standardized Coefficients Beta	t.	Sig.	VIF
(Constant)	-2.468				
Digital Literacy (X1)	0.272	0.430	5.520	< 0.001	1.012
Market Orientation (X2)	0.173	0.248	3.040	0.003	1.010
Digital Marketing Capability (X3)	0.153	0.335	4.102	< 0.001	1.006
Adjusted R Square	0.345				
F Value	18.379				
R Square	0.365				
Adjusted R Square	0.345				
Sig. F	< 0.001				

Source: Processed Data (2026)

Referencing Table 2, the regression equation is represented in this manner: $Y = -2.458 + 0.272X_1 + 0.173X_2 + 0.153X_3$. The Adjusted R Square value of 0.345 indicates that 34.5% of the changes in Marketing Performance can be linked to Digital Literacy, Market Orientation, and Digital Marketing Capability, while the remaining 65.5% is influenced by other factors not examined in this research. Moreover, the F-test yielded an F-value of 18.379 with a significance level of $p < 0.001$, indicating that Digital Literacy, Market Orientation, and Digital Marketing Capability together affect Marketing Performance in Food and Beverage MSMEs in Cirebon Regency.

The Effect of Digital Literacy on Marketing Performance

The results indicate that Digital Literacy has a positive impact on Marketing Performance, evidenced by a regression coefficient of 0.272, a t-value of 5.250, and a significance level of $p < 0.001$. As a result, the original hypothesis is validated. This outcome reinforces the Resource-Based View (RBV) theory proposed by Barney (1991), which asserts that organizational resources and capabilities can act as sources of lasting competitive advantage. This study describes digital literacy as an essential intangible competency enabling MSME owners to efficiently obtain, evaluate, and utilize digital information in their business practices. The findings correspond with the study by Rofaida et al. (2021), which found that digital literacy

significantly improves business outcomes by efficiently utilizing digital technology. Similar findings were reported by Ramdan et al. (2025) and Sakti et al. (2025), indicating that digital literacy improves business professionals' ability to implement digital marketing strategies and improve business performance. Furthermore, S. S. Wulandari et al. (2025) and A. Wulandari et al. (2024) emphasized that digital literacy enhances business performance by increasing MSMEs' ability to adapt to digital transformation and efficiently utilize digital technologies. These findings confirm that digital literacy is a crucial competency for improving marketing efficiency in the digital era. In Cirebon Regency, digital literacy allows Food and Beverage MSMEs to utilize social media, online marketplaces, and digital communication tools to broaden their market reach and interact more effectively with customers. Consequently, improved digital skills result in increased marketing efficiency.

The Effect of Market Orientation on Marketing Performance

The results show that Market Orientation has a positive and significant impact on Marketing Performance, with a regression coefficient of 0.173, a t-value of 3.040, and a significance level of 0.003. As a result, the second hypothesis is accepted. This finding corresponds with the Resource-Based View (RBV) theory proposed by Barney (1991), suggesting that organizational resources and capabilities can produce lasting competitive advantages when managed efficiently. This study defines market orientation as a strategic capacity within organizations that enables MSMEs to identify customer needs, monitor competitor behavior, and respond efficiently to changes in the market. This outcome corresponds with the market orientation model suggested by Narver et al. (1990), emphasizing the importance of customer emphasis, competitor recognition, and interdepartmental collaboration as key elements affecting organizational performance. As a result, MSMEs with a more robust market orientation tend to create higher customer value and achieve better marketing results. The findings correspond with the studies carried out by Dewi et al. (2024), Muhammad et al. (2023), Masuku et al. (2023), Hidayati et al. (2025) and Putu Intan Astarani et al. (2025), indicating that market orientation positively influences marketing performance. These analyses emphasize that understanding customer preferences, monitoring competitor actions, and adjusting to market shifts enable companies to create greater customer value and strengthen competitive edge. Similarly, Ramdan et al. (2025) noted that companies with a market focus frequently achieve better marketing outcomes because they are more in tune with changing customer needs and market trends. For Food and Beverage MSMEs in Cirebon Regency, having a market orientation allows business owners to understand changing consumer tastes, adjust products to align with market needs, and respond more effectively to competitive pressures. As a result, a stronger market orientation results in enhanced marketing performance.

The Effect of Digital Marketing Capability on Marketing Performance

The findings reveal that Digital Marketing Capability has a positive effect on Marketing Performance, exhibiting a regression coefficient of 0.153, a t-value of 4.102, and a significance level of $p < 0.001$. As a result, the third hypothesis is recognized. This finding corresponds with the Resource-Based View (RBV) theory proposed by Barney (1991), which posits that organizational capabilities act as strategic resources that can generate competitive advantages and improve organizational performance. Digital marketing capability reflects MSMEs' ability to effectively utilize digital technologies to create value and achieve marketing objectives. The findings support the studies conducted by Purwanti et al. (2022), Chinakidzwa et al. (2020), and Zahara et al. (2023), suggesting that digital marketing capability significantly improves marketing performance. These studies show that firms with improved digital marketing abilities attain higher success in increasing customer engagement, expanding market reach, and enhancing marketing efficiency. Similar results were presented by Muhammad et al. (2023), showing that the ability in digital marketing is vital for improving the marketing performance of MSMEs operating in an increasingly digital business environment. For Food and Beverage MSMEs in

Cirebon Regency, proficiency in digital marketing enables business owners to improve the utilization of digital platforms and online communication channels. Consequently, improved digital marketing abilities are essential in elevating marketing effectiveness.

Simultaneous Effect of Digital Literacy, Market Orientation, and Digital Marketing Capability

The F-test results indicate that Digital Literacy, Market Orientation, and Digital Marketing Capability simultaneously have a positive and significant effect on Marketing Performance, with an F-value of 18.379 and a significance level of $p < 0.001$. Therefore, the fourth hypothesis is accepted. Furthermore, among the three independent variables, Digital Literacy demonstrated the strongest influence on Marketing Performance, as reflected by the highest standardized beta coefficient ($\beta = 0.430$), compared to Digital Marketing Capability ($\beta = 0.335$) and Market Orientation ($\beta = 0.248$). This finding suggests that digital literacy plays a more dominant role in enhancing the marketing performance of Food and Beverage MSMEs in Cirebon Regency. The results support the Resource-Based View (RBV) theory proposed by Jay Barney (1991), which emphasizes that organizational performance is determined by the ability to develop and utilize valuable resources and capabilities. In the context of this study, Digital Literacy, Market Orientation, and Digital Marketing Capability represent strategic intangible resources that enable MSMEs to strengthen their competitive advantage and improve marketing performance. These findings are consistent with previous studies conducted by Rofaida et al. (2021), Ramdan et al. (2025), Dewi et al. (2024), Muhammad et al. (2023), Purwanti et al. (2022), Zahara et al. (2023), Setiadi et al. (2025), Aulia et al. (2019), and Pradisti Larisa et al. (2024), which collectively demonstrate that the integration of digital competencies, market orientation, and digital marketing capabilities contributes significantly to business competitiveness and marketing effectiveness. For Food and Beverage MSMEs in Cirebon Regency, the combined implementation of these capabilities enables business owners to utilize digital technologies more effectively, identify market opportunities, adapt to changing consumer preferences, and execute appropriate marketing strategies. When managed simultaneously, these capabilities allow MSMEs to create superior customer value, enhance marketing effectiveness, and achieve sustainable business growth. Therefore, strengthening digital literacy, market orientation, and digital marketing capability simultaneously constitutes an essential strategy for improving the competitiveness and marketing performance of MSMEs in the digital era.

CONCLUSION

The findings reveal that Digital Literacy, Market Orientation, and Digital Marketing Capability significantly influence the Marketing Performance of Food and Beverage MSMEs in Cirebon Regency. Among these factors, Digital Literacy plays the most prominent role in improving marketing performance, indicating that MSME owners with stronger digital competencies are better able to utilize digital technologies and information to support business growth and marketing activities. Market Orientation contributes by enabling businesses to understand customer needs, respond to market changes, and create superior customer value, while Digital Marketing Capability strengthens the ability of MSMEs to implement effective digital marketing strategies, expand market reach, and enhance customer engagement. These findings demonstrate that the integration of digital competencies, market-oriented practices, and digital marketing capabilities is essential for improving marketing performance and strengthening the competitiveness of MSMEs in the digital era. Therefore, MSME owners and policymakers should prioritize the development of these capabilities to support sustainable business growth and long-term competitiveness.

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