

The Influence of Digital Marketing and E-commerce on MSME Marketing Performance with Entrepreneurship Orientation as Moderating

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Abstract

The background of this research is because it sees the number of MSME actors in the Tanjung Priuk area who have started using Digital Marketing, E-commerce and Entrepreneurship Orientation in marketing their business products. The purpose of this study was to determine the effect of digital marketing and e-commerce on the marketing performance of SMEs with an entrepreneurial orientation as a moderating variable. Digital Marketing and E-commerce are independent variables and MSME Marketing Performance is the dependent variable in this study. In this study, there is a moderating variable, namely Entrepreneurship Orientation. Data analysis method using SmartPLS. The population in this study is MSMEs located in Tanjung Priuk District, North Jakarta with a total sample of 154 MSMEs with purposive sampling method. The results show that Digital Marketing has a positive and significant effect on MSME Marketing Performance, E-commerce has a positive and significant impact on MSME Marketing Performance, Entrepreneurship Orientation has a positive and significant impact on MSME Marketing Performance. Digital Marketing moderated Entrepreneurship Orientation has a positive and significant influence on the Marketing Performance of MSMEs. While E-commerce is moderated by the Entrepreneurship Orientation has a positive and significant influence on the Marketing Performance of MSMEs.

Keywords

MSME marketing performance; digital marketing; e-commerce; entrepreneurship orientation



I. Introduction

Market globalization marked by the surge in world economic integration has created many obstacles for entrepreneurs, the competition for business. This event will open many opportunities for entrepreneurs to continue to expand their business and also room for competitors (Hill, 2010). Yuly, Ketler (2015) suggests that competition can be won with the preparation of a strategy oriented to the managerial process at the expansion and matching stages.

MSMEs are business units managed by a group of people or families. MSMEs play an important role in the country's economic assification, because they also contribute to the development of the national economy. In addition, MSMEs play an important role in increasing employment. MSMEs must perform well as an organization, this happens as a result of the community's high demands for service quality. Good luck (growth) (a company's performance or business can be interpreted as an achievement of a company within a certain period of time which explains a good) *business*, Performance is the success of an organization that achieves strategic goals with the behavior that the organization

expects. In services where MSMEs perform well, it is important that MSMEs become strong enough to become the backbone and increasingly important role in the economy.

Since 2011 to 2018 the number of MSME units in Indonesia has increased. The number of MSMEs in 2011 was 53,823,732 units, but increased to 64,194,057 MSME units in 2018. This is the reason why MSMEs are the biggest contributor to Gross Domestic Product (GDP). Based on the development of the number of MSMEs in Tanjung Priuk Sub-district, North Jakarta, it is as shown in the table below:

Table 1. Development of the Number of MSMEs in Tanjung Priuk Sub-district, North Jakarta

No	village	Number of SMEs Per Year			
		2018	2019	2020	2021
1.	Kebon Bawang	200	331	547	583
2.	Papanggo	154	224	318	348
3.	Bamboo River	167	212	505	570
4.	Great Sunter	189	276	321	387
5.	Sunter Jaya	170	253	270	305
6.	Tanjung Priuk	165	231	324	391
7.	Warakas	130	242	551	598
3.18269		2.863	1.78269	1175	Source

Source: PPID Cooperatives and SMEs Service (PPKUKM), 2022

Tanjung Priuk is one of the sub-districts in North Jakarta. The number of MSMEs recorded in 2018 was 1,175 and experienced an increase in 2019 to 1,769 MSMEs. The increase did not only occur in 2019 alone, but continued to increase until 2021 with a total of 3,182 MSMEs.

Entrepreneurship is a mental behavior and a soul that is always active in trying to promote and increase income in business activities. Entrepreneurship is the ability to create opportunities and act creatively and innovatively. The increasing number of MSMEs proves that most people choose to run a business as an entrepreneur and open a working field. Entrepreneurship orientation is a company strategy to be able to compete more effectively in *e-commerce* and *the same digitalization* of marketing (Prihadi and Susilawati, 2018).

Marketing is a process of planning and execution, starting from the conception stage, pricing, promotion, to the distribution of goods, ideas and services, to make exchanges that satisfy the individual and his institutions (Dianto in Asmuni *et al*, 2020). According to Tjiptono in Marlizar (2020) marketing performance is a function that has the greatest contact with the external environment, even though the company only has limited control over the company's environment. In the world of marketing, consumers are assets that must be maintained and maintained their existence in order to remain consistent with the products we produce (Romdonny and Rosmadi, 2019).

In the current era of technology 4.0, not a few entrepreneurs are competing in developing businesses to seize existing business opportunities. An example of technological developments in the current 4.0 era is the Internet. According to the Hootsuite survey in 2021, the number of internet users in Indonesia is recorded at 202.6 million. The trend of the number of internet users in Indonesia has increased in the last 5 years. Compared to 2018, the number of users has increased by 54.25%. Some people use the internet at a time of 3-8 hours per day. Some of the activities that Indonesian residents do when using the internet can be seen in Figure 1.

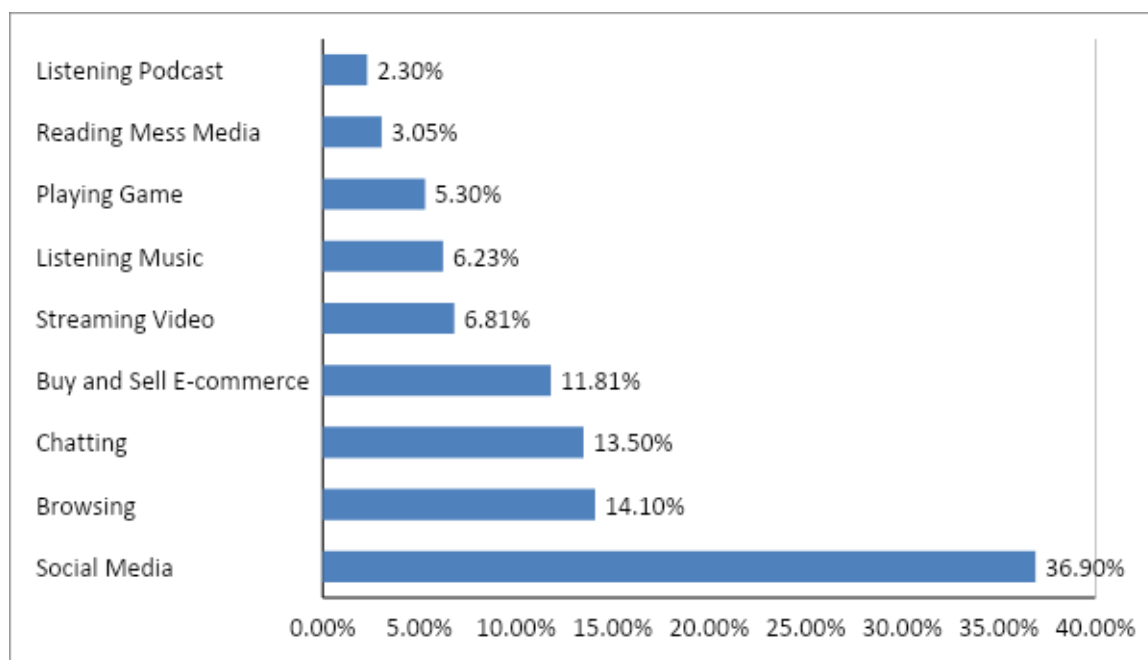


Figure 1. Internet activity of the Indonesian population (source: Hootsuite (We Are Social 2021))

In Indonesia, where most people use the Internet Media. This should be used by MSME actors so that creating opportunities through the use of the internet such as *social media* can increase income and open up new market opportunities that were not previously open. Stokers (2018) argues that there are various methods of doing marketing via the internet, namely: online advertising, advertising via social media, email optimization marketing, websites, and search engines. According to the World Economic Forum (2017) there are differences in businesses that use the internet as a marketing medium, namely that there is a 30% increase in business growth.

Simanjuntak and Sukresna (2020) argue that by using a marketing strategy utilizing digital media (*Digital Marketing*), entrepreneurs will obtain superior marketing performance. Bali 2017 Marketing Digitally More efficient and allows potential customers to get various kinds of information about products and can transact via the internet (*e-commerce via strategy internet's*). According to Hardilawati (2020) product marketing using *digital marketing* can reach consumers directly and can reduce promotional costs.

In addition to digital marketing, the use of e-commerce is believed to be able to increase the marketing of MSME actors, because consumers today are more likely to choose the transaction process and get information about products that are more practical and reduce public activities outside the room online with the agreed-upon method. In addition, with the availability of adequate data technology, it is certain that MSME actors will find it easier to carry out *digital marketing* at a lower cost. According to Prihadi and Susilawati (2018) that *e-commerce* has an influence on marketing performance and helps SMEs enter the global market.

The relationship between research variables based on previous research that supports this research is from Intan *et al.*, (2021) that *digital marketing* has an effect on marketing performance. Furthermore, Prihadi and Susilawati (2018) which have the bottom result that *E-commerce* has an influence on marketing performance. Meanwhile in Jin and Cho's research (2018) with the result that the Entrepreneurial Orientation has an effect on Marketing Performance.

The observations made are aimed at the Angkringan MSME actors, this is expected to be able to make their business advanced and can be recognized by various people in all corners in the current era of modernization.

Based on the background above, several problems can be formulated in this observation, namely: (1) is there any influence of digital marketing on the marketing performance of MSMEs?, (2) is there any influence of e-commerce on the marketing performance of MSMEs?, (3) what is the influence of entrepreneurship orientation? marketing on MSME marketing performance with entrepreneurship orientation as moderation?,(5) Is there an influence of e-commerce on the marketing performance of MSMEs with an entrepreneurial orientation as moderation?

The author's intention to conduct this research is to obtain data and information on the influence of digital *marketing and e-commerce* on the marketing performance of SMEs with a moderate entrepreneurial orientation

II. Review of Literature

2.1 Marketing Performance

According to Kotler and Armstrong (2016), marketing management is a thought process in pricing promotions, planning and implementing and distributing ideas for goods or services to create exchange value that can meet targets. Marketing performance is a factor used to measure the effect of the strategy implemented by the company (Ferdinand, 2017). The company's strategy is always aimed at producing good marketing performance. Farida (2017) argues that marketing performance is a measure of a business which includes turnover from sales, number of consumers, sales growth and a certain level of profitability. Tjiptono and Candra (2012:171-172) in Hujayanti (2020) if marketing performance has 8 indicators, namely: (1) Sales volume level, (2) Market you want to develop, (3) Profit with a constant level of consumption, (5) the number of customers currently owned, (6) has a number of products and several types of advantages, (7) sales targets and sales volume increases, (8) sales. Based on some of the explanations above, it can be concluded that marketing performance is a measurement taken by entrepreneurs to measure the strategies that have been set.

2.2 Digital Marketing

Digital marketing is 2017). According to Prabowo (2018), it helps a business in promoting and marketing the products or services it sells, besides being able to open a new market that was previously closed at Korenik. *Digital marketing* itself has indicators according to mir, *et al.*, (2020) and Liesander and Dharmayanti (2017), namely (1) Ease of use, (2) *Incentive Program*, (3) *Site Design*, (4) Ease of use in terms of time, (5) *Interactive*.

Based on some of the explanations above, it can be concluded that *digital marketing* is marketing using internet technology which helps promote the goods it sells.

2.3 E-commerce

According to Article 1 paragraph (2) of Law No. 11 of 2008 concerning Electronic Information and Transactions, electronic transactions are legal activities carried out using electronic media networks. Meanwhile, according to Irfan (2020) *e-commerce* or *electronic commerce* is the implementation of buying and selling transaction activities by utilizing digital electronic communication facilities. Fadly and Sutarna (2020) stated that *e-commerce* is a buying and selling activity, transfer, information that uses an internet

network which is considered more efficient. According to Hanum & Sinarasri (2017) *e-commerce* has 5 indicators, namely: (1) Benefits in use, (2) Ease of use, (3) Process speed in service, (4) Conformity.

Based on this explanation, it can be concluded that *e-commerce* is the sale and purchase of a product or service that uses an internet network and is more efficient than shopping *offline*.

2.4 Entrepreneurship Orientation

Entrepreneurship is someone who strives for a certain job and provides a selling value to his creations, where that person has the characteristics of daring to take risks, taking risk as an opportunity and having an adventurous spirit (Hendro, 2017). According to Djodjobo and Tawas (2019) if the entrepreneurial orientation is related to the search for opportunities, the courage to take risks and decisions to act by organizational leaders. Cahyani (2017) argues that entrepreneurial orientation has 5 indicators, namely: (1) Innovation, (2) Independence, (3) Courage to take risks, (4) Entrepreneurial experience, (5) Proactive.

Based on the description, the entrepreneurial orientation can be interpreted as someone who manages a business that dares to take risks and turn them into opportunities.

a. The Relationship of *Digital Marketing* to Marketing Performance

Based on the observations made by several previous researchers including: Intan *et al.*, (2021); Djakasaputra *et al.*, (2021); yu *et al.*, (2022); Soave *et al.*, (2021); Salqaura *et al.*, (2021) who have the similarity of variables X and Y with researchers have the result that *digital marketing* has an effect on marketing performance.

Based on some of the previous studies that have been described, a hypothesis can be drawn, namely **H₁: *Digital Marketing* Has Influence on Marketing Performance.**

b. The Relationship of *E-commerce* to Marketing Performance

Based on the observations made by several previous researchers, including: Khattak (2022); Ramanathan *et al.*, (2019); Tolstoy *et al.*, (2022); Prihadi *et al.*, (2019); Nanda Tiandra *et al.*, (2019) which has the similarity of variables X and Y with researchers have the result that *e-commerce* has an effect on marketing performance.

Based on some of the previous studies that have been described, a hypothesis can be drawn, namely **H₂: *E-commerce* has an influence on marketing performance.**

c. Entrepreneurial Orientation Relationship on Marketing Performance

On the observations made by several previous researchers including: Jin and Cho (2018); Crick *et al.*, (2021); Wijaya (2021); Mandasari (2020); Djodjobo and Tawas (2019) which have similar variables with researchers have the result that entrepreneurial orientation has an effect on marketing performance.

Based on some of the previous studies that have been described, a hypothesis can be drawn, namely **H₃: Entrepreneurial Orientation with Influence on Marketing Performance.**

d. Rizaris of *Digital Marketing* to Marketing Performance with Entrepreneurial Orientation as Moderation

The observations made by several previous researchers (first among them), (2021) has the result that the entrepreneurial orientation has an effect on marketing performance. While the observations made by researchers: Intan *et al.*, (2021); Djakasaputra *et al.*,

(2021); yu *et al.*, (2022) has the result that *digital marketing* has an effect on marketing performance. has the result that the entrepreneurial orientation has an effect on marketing performance.

Based on some of the previous research that has been described, a hypothesis can be drawn, namely **H4: Digital Marketing Has an Influence on the Performance of Orientation Orientation.**

e. The Relationship of E-commerce to Marketing Performance with Entrepreneurial Orientation as Moderation

The observations made by several previous researchers, including (2021) and Jin (2018) has the result that the entrepreneurial orientation has an effect on marketing performance. While the observations made by researchers: Khattak (2022); Ramanathan *et al.*, (2019); Tolstoy *et al.*, (2022) have the result that *e-commerce* influences marketing performance.

Based on some of the previous studies that have been described, a hypothesis can be drawn, namely **H5: E-commerce has an influence on marketing performance with an entrepreneurial orientation.**

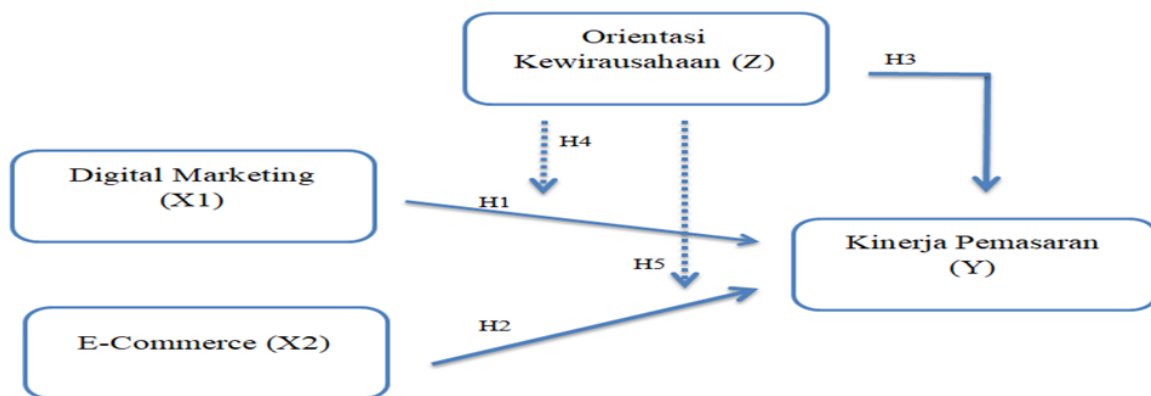


Figure 2. Research Model

III. Research Method

3.1 Types of Research

In research this method is qualitative with source data obtained from the data primary that is the result questionnaire from some respondent which is perpetrator business Angkringan SMEs in Tanjung Priuk District, Jakarta North.

Data sources are places where data is retrieved, both those obtained directly from the first data source (primary data) or obtained indirectly (from secondary sources). Data obtained from this research, it was taken directly from the first source (primary data), because in the data collection system, investigators collected the system by distributing questionnaires to the small business actors in the district, Jakarta MSMEs.

3.2 Population, Sampling, and Sampling Methods

The research population is the entire Angkringan MSME business in Tanjung Priuk District, North Jakarta. The sample is part of the number and characteristics of the population. The method used in the research carried out here is *purposive sampling*. Referring to the explanation of Sugiyono, (2015), *purposive sampling* is a technique for determining a sample with a number of considerations. Purposive sampling is also known

as judgment sampling, which is the method used for taking the original information from a specified source based on a number of set criteria, namely the individual Angkringan MSME actors who carry out their business activities in the Tanjung Priuk sub-district, and the marketing and E-commerce di business environment, the number of samples used is 154 respondents. The number of samples obtained is in accordance with the time of sampling during April 2022 and in accordance with certain criteria for collecting data for one month.

3.3 Operational Variables

Table 2. Definition of Operational Variables

Variables	Definition	of Marketing
Performance Indicators	Is a measurement taken by entrepreneurs to measure the established strategy.	<ul style="list-style-type: none"> ● Tjiptono dan) in Hujayanti (2020): ● of market sales volume that ● is likely to be developed ● Profit on volume sales Number Customers ● of consumption level fixed ● customers of with a owns now ● that a number of product dan some type Target ● advantages sales and increase sales ● _ above volume sales.
<i>Marketing</i>	<i>marketing using internet technology that helps promote goods sold and open new markets.</i>	<ul style="list-style-type: none"> ● mir, <i>et al.</i>, (2020) and Liesander and Dharmayanti (2017): ● Ease of use ● <i>Incentive Program</i> ● <i>Site Design</i> ● Ease of Interactive ● <i>time.</i>
<i>E-commerce</i>	Sale an of an item or an internet network and is more efficient than shopping directly or <i>offline.</i>	Hanum & Sinarasri (2017): <ul style="list-style-type: none"> ● Benefits in use ● Ease ● of use Process speed ● in Sales Data service ● Conformity.
Entrepreneurship Orientation	Someone who manages a business who dares to take risks and turn them into opportunities.	<ul style="list-style-type: none"> ● Cahyani (2017): ● Innovation ● Independence ● Courage to take risks ● Proactive entrepreneurship ● experience.

3.4 Analysis of Data Validity Test

Said to be valid, it means that the data instrument can be used to be a measure of what should be measured. Validity is the accuracy or accuracy of a measurement instrument. Regarding instrument testing, validity is divided into factor validity and item validity. Measurement of factor validity, namely when the preparation of items is carried out by using more than one factor (the equation of one factor with another factor) (Yusuf, 2014)

3.5 Reliability Test

A reliable instrument is an instrument that, if used several times to measure the same object, will Disseminating in the same time (heart on the next time, 2016), the renewal test is not the same as the outer model. Here, the Alpha Cronbach technique is used, an instrument can be called reliable if it has a reliability coefficient of 0.700 (Yusuf, 2014).

IV. Results and Discussion

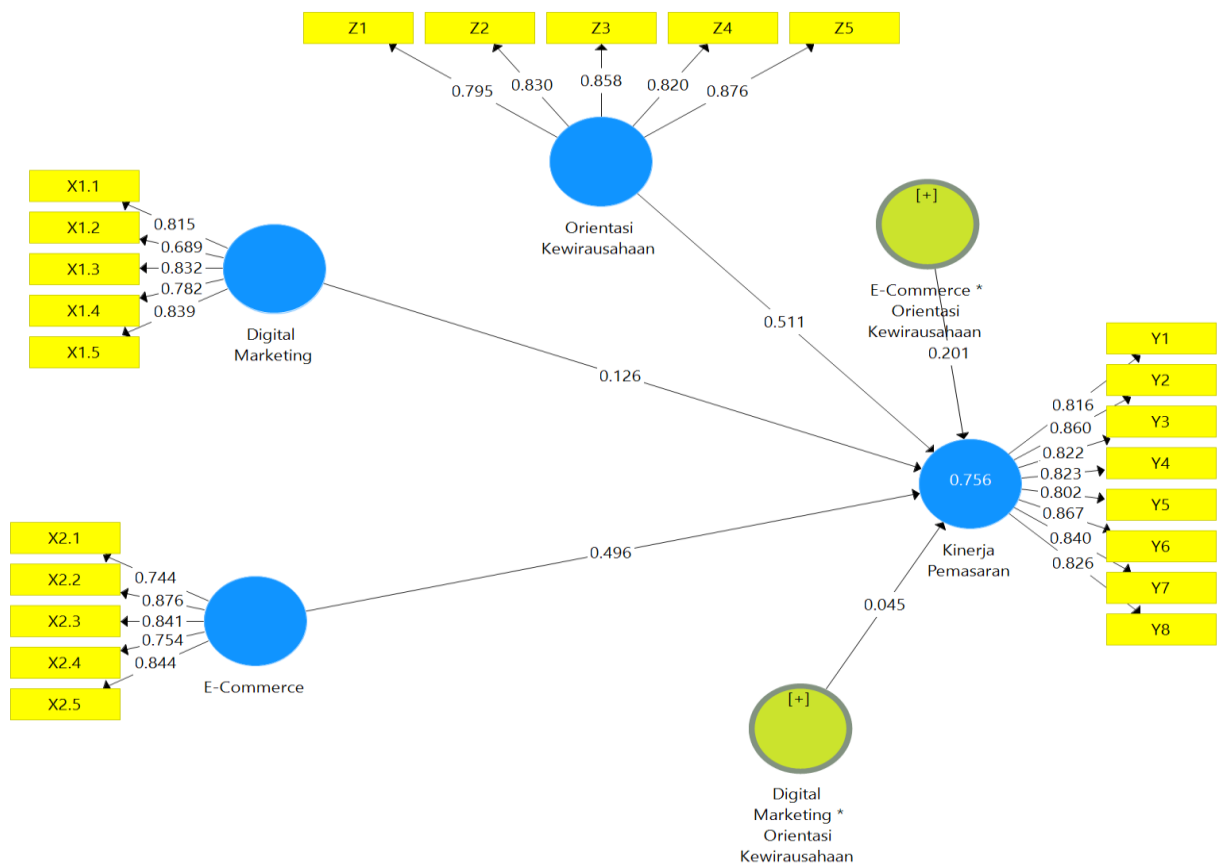
4.1 Description of Respondents

The sources of this observation are entrepreneurs who are in the Central Jakarta area, precisely in Tanjung Priuk District. The research was carried out by distributing questionnaires to 154 sources. The sources are all good business actors who have implemented *digital marketing* and *e-commerce* as well as those who have not implemented *digital marketing* and *e-commerce*.

4.2 Process Data Processing

Observational models are made in accordance with the operational parameters of the research, and the feasibility of the model processed by using the PLS-logarithm application. The use of Smart PLS is because the sample is limited and still under 200 so the sample is still a little category so it is more appropriate to use Smart PLS. The external measurement reference or *outer model* is used to test the validity of the model, namely the relationship between indicators and their components.

Below is a reference image of the observation variable path:



Source: SMARTPLS 3, 2022

Figure 3. Structural Model

4.3 Junction Validity

Test Convergent validity test was carried out to test the magnitude of the correlation of the correlations. According to (Chin, 1995) in research (Junianto and Sabtohad, 2020) stated that the value of 0.5-0.7 was still declared to have passed the convergent validity test. As for the results of the convergent validity test, they are as follows:

Table 3. Summary Outer Loadings

Digital	Marketing Inquiry	E-Commerce	X1.1	Orientation
Performance	0.815			
X1.2	0.689			
X1.3	0.832			
X1.4	0.782			
X1.5	0.839			
X2.1		0.744		
X2.2		0.876		
X2.3		0.841		
X2.4		0.754		
X2.5		0.844		
Y1			0.816	
Y2			0.860	
Y3			0.822	
Y4			0.823	
Y5			0.802	
Y6			0.867	
Y7			0.840	
Y8			0.826	
Z1				Orientation 0.795
Z2				0.830
Z3				0.858
Z4				0.820
Z5				0.876

Source: SMArtPLS 3, 2021

can be observed in table III based on the results of the validity test, the entire value of the MSMEs *indicator indicator* for the Loading Factor *output* indicator has a value of more than 0.5 which states that all indicators are recognized as valid. If all the variables have been recognized to have passed the validation test, then the next observation is to do a reliability test.

4.4 Reliability Test

In CA *Composite Reliability* (CR) value, *Cronbach's Alpha*) and *AVE*). In the decision-making reliability test, if the *Cronbach's alpha* (CA) value > 0.60 then the questionnaire or questionnaire has been declared reliable. If > 0.70 it means that the reliability is sufficient, if > 0.80 it means that all tests consistently have strong reliability. Here are the results of the reliability tests that have been carried out:

Table 4. Construct Reliability

Variabel	Cronbach's Alpha	Rho_A	Reliability	AVE
MSME Marketing Performance	0.937	0.941	0.947	0.693
<i>Digital Marketing</i>	0.851	0.852	0.894	0.629
<i>E-commerce</i>	0.871	0.877	0.907	0.662
Entrepreneurship Orientation	0.892	0.893	0.921	0.700

Sumber: Output SmartPLS 3, 2021

Referring to Table IV data above it can be said that all variables pass the reliability test. The evidence can be seen from the composite reliability value showing data above > 0.7 and Cronbach's Alpha also showing data above > 0.6 . Thus, it can be concluded that all indicators are reliable and can be used for hypothesis testing.

4.5 Significant Test

After all markers have been determined to be valid and reliable, a significant test is made on the inner model. This matter is intended to measure the significance test between constructs (variables) in the structural model to prove the hypothesis. The path coefficient score or the inner model is shown by the T-Statistics > 1.96 and P Value; 0.05 . The value of the significance test is presented in table V, namely:

Table 5. Hypothesis

Testing	0.1150.09237	Sampling Sample Mean	Standard Deviation	Statistics	P Value
<i>Digital Marketing -> of Marketers</i>	Performance 0.496	0.211 0.485	SME 0.128	Performance 3,874	SME 0.000
Entrepreneurship Orientation -> MSME Marketing Performance	0.522	0.103	4,982	0.000	Digital
0.1710.00803 Moderated Entrepreneurial Orientation MSMEs	0.204	1.983	Performance	Marketing	Ecommerce
- 0.511 Entrepreneurship Orientation -> Performance Data MSME	0.195	as	0.078	2,569	0.010

Source: SMArtPLS 3 Output, 2021

can be received if T-stat > 1.96 and declared significant 05 if P – value < 0 , value < 0 . The positive or negative influence between the variables can be seen from the original sample value. If the sample original value is positive then the effect between the variables is positive, if the sample original value is negative then the effect between the variables is negative. Based on table VII above, the following is an explanation of the relationship between variables and comparisons with previous research:

a. Hypothesis Proofing First (H1): There is an Influence of Digital Marketing on MSME Marketing Performance

The relationship between Digital Marketing on MSME Marketing Performance, can be verified using values T-statistik $2.037 > 1.96$ and P-Values of $0.015 < 0.05$. With the outer results pointing to a positive relationship between X_1 and Y because the positive value in the original sample is 0.192 which shows the direction of the relationship *between Digital Marketing and UMKM Performance*.

Based on the observations made by Salqaura et al., (2021) shows that digital marketing is able to improve the marketing performance of MSMEs because it is increasingly opening up the market and helping potential customers in knowing the products that MSMEs are selling.

b. Proof of the First Hypothesis (H₂): There is an Influence of E-commerce on MSME

Marketing Performance The relationship between *E-commerce* on MSME Marketing Performance, can be verified as well, 3.874 statistical analysis, 0,0000 analysis of the analysis. With the outer results pointing to a positive relationship between X₂ and Y due to the positive value listed in the original sample, which is 0.496, which indicates the direction of the relationship between *E-commerce* and MSME Marketing Performance, which is positive.

Based on the observations made by Yadnya and Santika (2017) which shows that e-commerce can expand the reach of marketing and product sales and increase business competitiveness so that the marketing performance of MSMEs will increase by using e-commerce.

c. Proof Third Hypothesis (H₃): There is an Influence of Entrepreneurship Orientation on MSME

Marketing Performance the Relationship between Entrepreneurial Orientation on MSME Marketing Performance, it can be verified using a T-statistical value of 4.982 > 1.96 and a P-Value of 0.000 < 0.05. With the outer results indicating a positive relationship between Z and Y due to the positive value in the original sample, namely 0.511 which indicates the direction of the relationship between Entrepreneurial Orientation to the MSME Marketing Performance which is positive.

Based on observations made by Nursinggih and Farida (2019) which shows if there is an influence between entrepreneurial orientation on marketing performance, where the strategies used by entrepreneurs work effectively and turn risks as opportunities for success.

d. Fourth Proof (H₄): There is an Influence of Digital Marketing on MSME Marketing Performance with Entrepreneurship Orientation as Moderation

From the Entrepreneurship Orientation to the influence of Digital Marketing on the Marketing Performance of MSMEs, there have been significant positive results. This can be proven with a T-statistic value of 1.833 > 1.96 with a P-Value of 0.008 < 0.05 and the result of the original sample, which is 0.204.

Thus this supports research previous conducted by the Djakasaputra *et al.*, (2021) and Wijaya (2021) when *digital marketing* and entrepreneurial orientation affects marketing performance because of the influence of marketing strategies carried out *digitally* capable of attracting customers from all over.

e. Confirmation fifth hypothesis (H₅): There is an influence of E-commerce on E-commerce performance of Marketing Performance with Entrepreneurship Orientation as a Moderation

MSMEs Entrepreneurship *on* Orientation this can be proven by a T-statistic value of 2.569 > 1.96 with a P-Value of 0.010 < 0.05 and the result of the original sample, which is 0.201. Thus this supports research previous conducted by Ramanthan et al., (2019) and Prihadi et al., (2019) if *e-commerce* and entrepreneurial orientation affect marketing performance because customers find it easy to get information and through *e-commerce*.

V. Conclusion

The purpose of this observation is to prove the hypothesis that has been described and answered the problem in the research. Based on the results of the data analysis carried out, the following conclusions can be drawn: (1) Digital Marketing has a positive and significant impact on MSME Marketing Performance, due to the large number of consumers who know information through advertisements that are displayed regularly. *Digital Marketing* provides all the information needed without any restrictions on who can know and where the information should be shared, as long as they are connected to the internet. (2) *e-commerce* has had a positive and significant impact on the marketing performance of SMEs, this proves the ease of shopping and getting the most efficient segment of information. (3) Entrepreneurship Orientation has a positive and significant influence on the marketing performance of SMEs, due to the success of the strategy set by the company. (4) Entrepreneurial Orientation is able to moderate the influence of Digital Marketing on MSME *Performance*. So that customers who previously didn't know the information about the products offered became aware because of limited digital marketing. (5) Entrepreneurship orientation is able to moderate the influence of E-commerce on MSME marketing performance, the form of influence is that the Entrepreneurship Orientation is able to strengthen the influence of E-commerce on the marketing performance of SMEs with the established marketing strategy.

Limitations

However, this observation has other limitations: Difficulty in collecting business data, distributing questionnaires and limited time in interviews.

Suggestion

MSME actors need to improve education and knowledge about technological developments and skills, especially digital marketing and the use of e-commerce. For MSME business actors to always look for strategies and innovations so that their business continues to run in the face of unexpected obstacles such as the COVID-19 pandemic. For further research, the location of MSMEs can be done in one city, namely North Jakarta so that the opinions or perceptions of MSMEs are representative and the research time is more expanded than that of collectors.

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