

Marketing performance model for micro coffee enterprises: Entrepreneurial characteristics and mediating role of social media

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ABSTRACT

The rapid development of digital technology has significantly transformed marketing strategies, particularly for micro enterprises in the coffee sector. This research aims to analyze the influence of entrepreneurial characteristics on the marketing performance of micro coffee enterprises in Jambi City and Muaro Jambi Regency, with social media as a mediating variable. Data were collected between July and September 2024 through an online questionnaire distributed to micro coffee entrepreneurs. A total of 436 valid responses were obtained using an accidental (convenience) sampling method, targeting businesses that had been operating for at least three years. A quantitative approach was employed, and the data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results indicate that entrepreneurial characteristics have a significant effect on both social media utilization and marketing performance. Furthermore, social media partially mediates the relationship between entrepreneurial characteristics and marketing performance. These findings emphasize the strategic role of digital platforms in improving the competitiveness and sustainability of micro coffee enterprises in the digital era.

Key words: Entrepreneurial characteristics; social media; marketing performance; micro coffee enterprises; digital marketing.

1 INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) have long served as a cornerstone of national and regional economic development, contributing substantially to GDP, employment, and business resilience during economic disruptions. In Indonesia, MSMEs accounted for 65.4 million business units in 2019 and contributed 60.5% to national GDP while employing 123.3 million people (Bank Indonesia, 2020). This strategic role demonstrates not only the national economic importance of MSMEs but also their contribution to creative sectors such as micro-scale coffee enterprises. Within this landscape, micro coffee enterprises represent one of the fastest-growing segments of the creative agro industry, driven by rising consumer preferences and Indonesia's strong cultural heritage in coffee production in Jambi Province. Despite this promising expansion, many micro coffee entrepreneurs continue to face difficulties in enhancing competitiveness within an increasingly digital marketplace.

Several challenges persist, particularly in adopting digital marketing practices that have become essential for business sustainability. According to Karman et al. (2024), only 39% of MSMEs in the region actively use digital platforms for marketing, and fewer than 30% implement consistent content strategies. Issues such as weak marketing capabilities, limited digital literacy, inconsistent storytelling, and the absence of branding skills hinder micro coffee enterprises from maximizing visibility and customer engagement. These phenomena largely occur because most entrepreneurs lack access to adequate

digital training, possess a limited understanding of platform algorithms, and have minimal technical ability to produce attractive and relevant marketing content.

Entrepreneurial characteristics play a central role in shaping how business owners recognize opportunities, innovate, and respond to competition. Traits such as innovativeness, risk taking, locus of control, and self-efficacy are well-established predictors of entrepreneurial behavior and performance (Zimmerer et al., 2008; Shimoli et al., 2020). Conceptually, these traits influence social media use because innovative and risk-taking entrepreneurs are more likely to adopt new technologies and actively utilize digital platforms to engage customers. In parallel, social media is viewed within the Innovation Diffusion Theory Rogers Everet, (2003) as a technological innovation whose adoption enhances entrepreneurs' ability to communicate, engage customers, and strengthen brand visibility. As this innovation diffuses and becomes more widely adopted, its strategic value increases, aligning with previous findings that highlight social media as an important digital capability for improving interaction and visibility (Yacob et al., 2021; Laradi et al., 2023). Previous studies highlight positive relationships between entrepreneurial orientation and social media adoption (Fan et al., 2021; Susanto et al., 2023), as well as between social media use and SME performance (Fang et al., 2022; Bruce et al., 2023).

However, empirical findings regarding the direct effect of entrepreneurial characteristics on performance remain inconsistent. Some studies report strong positive effects

(Xie et al., 2021; Khan et al., 2022; Dahmiri & Khalik, 2023), while others find weak or insignificant relationships depending on entrepreneurial and contextual differences (Yasin, 2023; Umans & Lybaert, 2022). These inconsistencies suggest that entrepreneurial characteristics may not always influence performance directly, but instead require a mediating mechanism such as social media use to translate entrepreneurial traits into improved marketing outcomes.

This inconsistency forms a clear research gap, particularly within the context of micro coffee enterprises in Indonesia, a sector that has grown rapidly but has received limited scholarly attention. Few studies have integrated entrepreneurial characteristics and social media use within a single analytical framework, and even fewer have examined these relationships in specific regional contexts such as Jambi Province, where digital adoption patterns differ from other regions (Putri yulia et al., 2023; Rolesya et al., 2023). Furthermore, existing research seldom specifies or tests detailed indicators of each variable within an integrated model, leaving theoretical and empirical gaps in explaining how entrepreneurial traits may enhance marketing performance through digital engagement.

To address these gaps, the present study examines a three-variable structural model consisting of: (1) Entrepreneurial Characteristics as the independent variable, measured through commitment, tolerance for ambiguity, flexibility, and vision; (2) Social Media as the mediating variable, measured through participation, openness, conversation, community, and interactivity; and (3) Marketing Performance as the dependent variable, measured through sales value, sales growth, and market share growth.

Interpreted through the lens of entrepreneurship and digital marketing theory, the findings strengthen the argument that personal entrepreneurial traits are necessary but insufficient without complementary digital strategies. According to entrepreneurial orientation theory, individuals with high self-efficacy, internal locus of control, and achievement motivation are more likely to innovate and pursue opportunities effectively (Liguori et al., 2020). When combined with social media platforms, these traits are translated into greater visibility, broader customer engagement, and improved marketing performance, as theorized within digital adoption frameworks (Dwivedi et al., 2021). Thus, this study provides a conceptual integration where entrepreneurial characteristics serve as the foundational driver, while social media acts as a conduit for performance enhancement, particularly relevant for coffee entrepreneurs seeking to expand their customer base and promote unique local coffee products.

Comparison with previous research reveals a strong alignment with several empirical studies. For instance, Entrepreneurial orientation enhances SME performance through absorptive capacity, echoing the present study's

results on the direct effects of entrepreneurial traits (Alshahrani & Salam, 2024). Similarly, Social media adoption significantly mediates the relationship between entrepreneurial orientation and business outcomes in emerging economies (Fan et al., 2021). Furthermore, digital platforms expand market reach and sustainability among SMEs (Bruce et al., 2023). These findings resonate strongly within the micro coffee business context, where effective use of social media such as Instagram or TikTok enables entrepreneurs to showcase brewing processes, share coffee stories, and build brand loyalty. However, not all findings are consistent across contexts. For example, insignificant effects of entrepreneurial characteristics on performance indicate that contextual factors such as regional digital literacy and access to technology may influence outcomes (Yasin, 2023). This divergence highlights the importance of examining local contexts, as done in the present study, focusing on coffee micro-enterprises in Jambi Province.

Accordingly, this study aims to investigate: (1) the extent to which entrepreneurial characteristics influence social media use among micro coffee entrepreneurs; (2) the direct effect of entrepreneurial characteristics on marketing performance; and (3) the mediating role of social media use in the relationship between entrepreneurial characteristics and marketing performance. By clarifying the research gap, theoretical connection, and conceptual alignment, the introduction now follows the required flow from general problems, specific problems, research gap, and research objectives, as emphasized by reviewers.

This research makes three contributions. First, it enriches the literature on digital entrepreneurship by integrating entrepreneurial characteristics and social media use into a unified explanatory model. Second, it offers context-specific evidence from Jambi Province, addressing the scarcity of research on micro coffee enterprises in emerging markets. Third, it applies Partial Least Squares–Structural Equation Modeling (PLS-SEM), a robust method for examining complex mediating relationships, thereby enhancing methodological rigor.

2 MATERIAL AND METHODS

This study employed a quantitative research strategy using a field-based survey design. A quantitative approach is appropriate for examining causal relationships and testing mediation models in entrepreneurship and marketing studies, especially when variables are abstract and require measurement through validated indicators (Apuke, 2017). The survey design also enabled systematic data collection from micro coffee enterprises in Jambi City and Muaro Jambi Regency, enhancing the generalizability of the findings within the study area.

2.1 Data Sources

The research utilized both primary and secondary data. Primary data were collected directly from owners of micro coffee enterprises through structured questionnaires, capturing information on entrepreneurial characteristics, social media utilization, and marketing performance. Secondary data were obtained from government publications and institutional reports, including those from the Central Statistics Agency and the Ministry of Cooperatives and SMEs, to contextualize the empirical findings within broader regional and national conditions (Johnston, 2014). A total of 436 questionnaires were distributed, ensuring methodological transparency and completeness.

2.2 Research Instrument and Measurement

Data were collected using a self-administered online questionnaire with a five-point Likert scale ranging from “strongly disagree” to “strongly agree.” The instrument was adapted from established scales in prior studies on entrepreneurial characteristics, digital adoption, and marketing performance (Taherdoost, 2018).

The research instrument used in this study was adapted from previously validated scales commonly employed in entrepreneurship, social media, and marketing performance research. Therefore, a separate pilot test was not conducted, as the measurement items had already demonstrated reliability and validity in prior empirical studies.

The questionnaire items were adapted from validated scales, including entrepreneurial characteristics (Zimmerer et al., 2008; Fitriati & Hermiati, 2010; Steiner & Cleary, 2014; Dubey, 2024; Farrington et al., 2012), social media indicators (Mayfield, 2008; Arul & Tahir, 2023; Zhang, 2023) and marketing performance (Butkouskaya et al., 2024), thereby enhancing transparency of instrument adaptation.

This study consisted of three main variables: Entrepreneurial Characteristics (independent variable), Social Media (mediating variable), and Marketing Performance (dependent variable). Entrepreneurial Characteristics were measured through commitment, tolerance for ambiguity, flexibility, and vision. Social Media was measured through participation, openness, conversation, community, and interactivity. Marketing Performance was measured through sales value, sales growth, and market share growth.

2.3 Population, Sampling, and Eligibility Criteria

The population consisted of micro coffee enterprises operating in Jambi City and Muaro Jambi Regency. Inclusion criteria required that businesses (1) had been operating for at least four consecutive years and (2) used social media for business activities. This ensured respondents possessed

adequate experience and relevance to the research objectives. Enterprises without basic digital literacy or lacking social media engagement were excluded.

The population in this study consists of 436 micro-scale coffee businesses located in Jambi City and Muaro Jambi Regency. Due to the limited availability of detailed data regarding population characteristics, this study employs an accidental sampling technique, in which respondents are selected based on their availability and willingness to participate. Although accidental sampling is used, the study targets a sample size of 436 respondents, thereby encompassing the entire population. Thus, the study adopts a convenience-based census approach, where all population members are included as long as they can be reached and agree to participate.

2.4 Ethical Considerations

Participation in the study was voluntary, and respondents provided informed consent prior to completing the survey. All personal information was kept confidential and used solely for academic purposes. The study adhered to institutional ethical guidelines and obtained informal ethical clearance before data collection.

2.5 Data Analysis Technique

Data analysis employed Partial Least Squares–Structural Equation Modeling (PLS-SEM) using SmartPLS 4 software. PLS-SEM was selected because it is suitable for mediation analysis, predictive modeling, and handling complex constructs without requiring multivariate normality. The analysis proceeded in two stages: Measurement Model Evaluation: Convergent validity (outer loadings), Discriminant validity, R Square, Structural Model Evaluation: Direct and indirect (mediated) effect testing, Bootstrapping with 5,000 subsamples (Hair Jr. et al., 2022).

3 RESULTS

3.1 Measurement Model Evaluation

This section presents the results of the measurement model assessment, including convergent validity, discriminant validity, and the R-squared values. The goal is to confirm that all indicators adequately represent their respective latent constructs before moving to the structural model.

3.2 Convergent Validity

All indicator loadings exceeded 0.70, confirming strong convergent validity for Entrepreneurial Characteristics (EC), Social Media (SM), and Marketing Performance (MP). The detailed values are shown in Table 1.

Table 1: Convergent Validity.

	EC	MP	SM
EC2	0.801		
EC3	0.804		
EC4	0.838		
MP1		0.863	
MP2		0.853	
MP3		0.825	
SM1			0.841
SM2			0.754
SM3			0.816
SM4			0.853
SM5			0.832
EC1	0.843		

Source: Author's data analysis using (SmartPLS 4).

These results confirm that each indicator appropriately reflects its construct. After establishing convergent validity, discriminant validity was assessed to ensure that EC, SM, and MP are conceptually distinct constructs.

3.3 Discriminant Validity

Discriminant validity was evaluated using cross-loadings. Each indicator loaded higher on its intended construct than on others, confirming construct distinctiveness. Results appear in Table 2.

Table 2: Cross-Loadings.

	EC	MP	SM
EC2	0.801	0.540	0.594
EC3	0.804	0.506	0.583
EC4	0.838	0.551	0.633
MP1	0.570	0.863	0.570
MP2	0.570	0.853	0.637
MP3	0.537	0.825	0.536
SM1	0.656	0.603	0.841
SM2	0.537	0.553	0.754
SM3	0.638	0.562	0.816
SM4	0.637	0.543	0.853
SM5	0.615	0.559	0.832
EC1	0.843	0.571	0.663

Source: Author's data analysis using (SmartPLS 4).

Table 2 indicates that each indicator loads higher on its own construct than on others, confirming acceptable discriminant validity. Thus, EC, SM, and MP are conceptually distinct. This outcome validates the structural soundness of

the model and supports the robustness of the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach (Hair et al., 2019).

After establishing convergent and discriminant validity, the next step is to evaluate the R-square values to assess the explanatory power of the research model. The R-square results indicate moderate predictive accuracy, where Social Media (R-square adjusted = 0.567) is explained by Entrepreneurial Characteristics, and Marketing Performance (R-square adjusted = 0.518) is explained by both Entrepreneurial Characteristics and Social Media. These results are summarized in Table 3.

Table 3: R Square.

	R-square	R-square adjusted
MP	0.520	0.518
SM	0.568	0.567

Source: Author's data analysis using (SmartPLS 4).

These results indicate that the model possesses acceptable predictive accuracy and supports further analysis using PLS-SEM.

3.4 Structural Model Evaluation

The structural model was assessed using the bootstrapping procedure with 5,000 subsamples. Figure 1 illustrates the bootstrapping results.

The model demonstrates that EC significantly increases SM usage and directly enhances MP. SM also contributes positively to MP. These findings align with the Innovation Diffusion Theory (Rogers Everet, 2003), which posits that entrepreneurial capabilities and digital competencies act as valuable strategic resources that strengthen organizational performance.

3.5 Direct Effects

The results indicate that Entrepreneurial Characteristics (EC) significantly influence Social Media (SM) usage ($\beta = 0.754$, $p < 0.001$). EC also shows a direct positive effect on Marketing Performance (MP) ($\beta = 0.661$, $p < 0.001$). In addition, SM significantly improves MP ($\beta = 0.440$, $p < 0.001$). These findings highlight the strong role of EC and SM in shaping marketing outcomes among micro coffee enterprises.

These results indicate that stronger entrepreneurial characteristics increase digital engagement, and both contribute positively to marketing performance. The direct effects are summarized in Table 4.

These findings reinforce innovation diffusion theory (Rogers Everet, 2003) by illustrating how entrepreneurial traits and digital engagement function as strategic resources that enhance marketing performance.

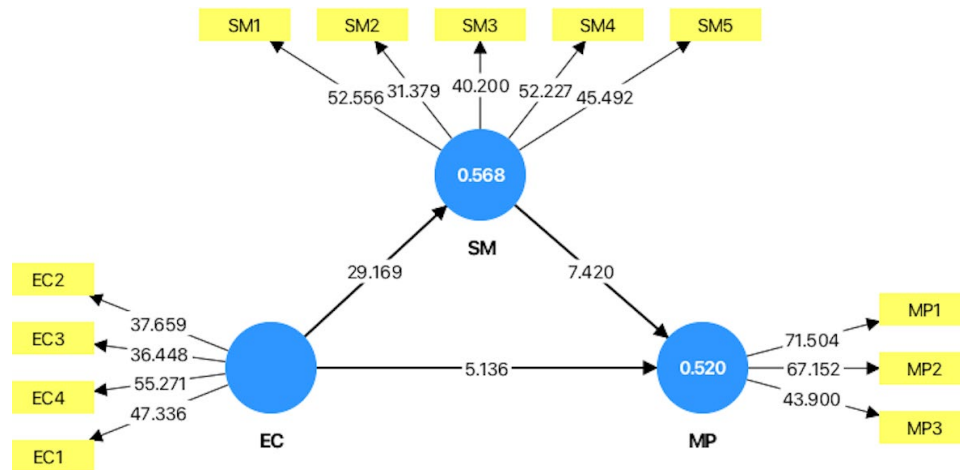


Figure 1: Bootstrapping results.

Source: Author's data analysis using (SmartPLS 4).

Table 4: Direct Effects.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
EC -> MP	0.661	0.661	0.035	18.974	0.000
EC -> SM	0.754	0.754	0.026	29.169	0.000
SM -> MP	0.440	0.440	0.059	7.420	0.000

Source: Author's data analysis using (SmartPLS 4).

3.6 Indirect Effects (Mediation Analysis)

The indirect effect of EC on MP through SM is also significant ($\beta = 0.332$, $p < 0.001$). Because both the direct and indirect effects are significant, SM serves as a partial mediator. This means social media strengthens but does not replace the influence of entrepreneurial characteristics on marketing performance. The mediation results are summarized in Table 5.

Overall, the partial mediation indicates that entrepreneurial characteristics improve marketing outcomes both directly and indirectly through enhanced social media utilization.

4 DISCUSSION

The main findings of this research demonstrate that entrepreneurial characteristics significantly influence both social media adoption and marketing performance, with social media functioning as a partial mediator. These results directly address the research questions formulated earlier, confirming that individual traits of micro coffee entrepreneurs, such as commitment, flexibility, and vision, are central to enhancing marketing outcomes. Furthermore, the mediating role of social media highlights its importance as a strategic digital tool capable of transforming entrepreneurial capacities into tangible market achievements. These outcomes provide empirical support for the study's objective to evaluate the intertwined relationship between entrepreneurial characteristics, digital platforms, and

marketing performance, particularly within the micro coffee enterprise sector in Jambi City and Muaro Jambi Regency.

4.1 Entrepreneurial Characteristics and Social Media Use

The hypothesis testing results show that entrepreneurial characteristics have a significant influence on social media use. The validity and reliability analyses reveal that these characteristics are reflected in high commitment, tolerance for ambiguity, flexibility, and vision. Meanwhile, social media is represented by the dimensions of participation, openness, conversation, community, and interactivity. As shown in Table 4, entrepreneurial characteristics significantly affect social media use, with a coefficient value of 0.754 and a t-statistic of 29.169, indicating a strong and meaningful relationship.

Among micro coffee enterprises in Jambi City and Muaro Jambi Regency, entrepreneurial characteristics are manifested through strong commitment to running the coffee business, the ability to adapt to market changes, and a persistent drive to pursue their business vision while continuously experimenting with new ideas. However, tolerance for constantly changing and ambiguous situations, such as fluctuating consumer preferences or digital platform algorithm shifts, remains relatively low. Therefore, micro coffee enterprises in these regions need to enhance their tolerance for ambiguity while also optimizing their existing strengths in commitment, flexibility, and vision.

Table 5: Indirect Effect.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
EC -> MP	0.332	0.332	0.046	7.157	0.000

Source: Author's data analysis using (SmartPLS 4).

The findings of this study conclude that entrepreneurial characteristics comprising high commitment, tolerance for ambiguity, flexibility, and vision significantly influence social media use. The affected dimensions of social media include participation, openness, conversation, community, and interactivity. With a positive and statistically significant path estimate, stronger entrepreneurial characteristics will directly enhance the effectiveness of social media utilization among micro coffee enterprises.

Porter's Competitive Advantage Theory Porter, (1990) explains that entrepreneurs who possess strong commitment, vision, and flexibility are better able to leverage resources to achieve market advantage. In the digital context, these characteristics allow business owners to maximize social media as a tool for building differentiation and strengthening communication with consumers. This demonstrates that entrepreneurial characteristics serve as a strategic foundation for creating marketing advantages through social media.

Consistent with this view, the Innovation Diffusion Theory (Rogers Everet, 2003) emphasizes that innovative individuals tend to adopt new technologies more rapidly, including social media. In applied theory, Kaplan and Haenlein (2010) state that effective social media use is shaped by an individual's ability to manage digital interactions. Thus, entrepreneurial characteristics such as innovativeness, risk-taking, and flexibility accelerate the adoption of social media as a marketing strategy.

Several previous studies support these findings. Mandal et al. (2017) revealed that entrepreneurial characteristics influence the use of social media, particularly Facebook, in small business settings. Organized and detail-oriented personality traits were found to be more relevant for tasks such as updating information and managing business profiles than imaginative or creative traits. Additionally, the balance between spontaneity and caution plays a key role in effective social media use. These insights deepen the understanding of the relationship between entrepreneurial personality and technology adoption, enriching the literature on digital strategies in small business management.

Obschonka et al. (2017) further explain that entrepreneurial characteristics can be identified through digital footprints on social media platforms such as Twitter and Facebook. Using computerized text analysis, they found that superstar managers tend to exhibit more entrepreneurial traits compared to superstar entrepreneurs. However, superstar entrepreneurs still display core Schumpeterian characteristics,

such as creativity, independence, and rule-breaking tendencies. These findings highlight how social media can serve as a tool for understanding entrepreneurial personality and offer new perspectives in digital entrepreneurship research.

Other studies also reinforce these findings. Alshahrani and Salam (2024) state that SME owners and managers can enhance firm performance by applying AC (assimilation and acquisition) dimensions aligned with entrepreneurial characteristics. Firman et al. (2020) found that social media use strongly and positively affects entrepreneurial opportunity recognition, although it does not influence entrepreneurial orientation in startups. Ceptureanu et al. (2020) revealed that social media directly and positively affects entrepreneurial opportunity recognition, with internal alertness and external social networks mediating this relationship. Additionally, El-Gohary et al. (2023) showed that attitudes toward sustainable entrepreneurship mediate the relationship between entrepreneurial education (EE) and sustainable entrepreneurial intention, with social media strengthening this connection.

Although entrepreneurial characteristics significantly influence social media use, weaknesses remain in the area of tolerance for ambiguity. Micro coffee enterprises in Jambi City and Muaro Jambi Regency have not yet fully utilized social media as a platform for two-way interaction with customers. They tend to use social media merely as a product display, such as posting coffee beans, brewing tools, or beverage variants, rather than using it as a tool for building community or fostering long-term customer engagement. This indicates that strong entrepreneurial characteristics must be complemented with improved digital literacy to ensure that social media usage is optimized to support marketing strategies in the micro coffee sector.

In conclusion, the findings indicate that entrepreneurial characteristics, including high commitment, tolerance for ambiguity, flexibility, and vision, have a significant influence on social media use. This influence is reflected in the dimensions of participation, openness, conversation, community, and interactivity. Therefore, strengthening entrepreneurial characteristics will enhance the effectiveness of social media utilization among micro coffee enterprises in Jambi City and Muaro Jambi Regency.

4.2 Social Media and Marketing Performance

The hypothesis testing results indicate that social media has a significant effect on marketing performance. Social media is reflected in five key dimensions: participation,

openness, conversation, community, and interactivity, while marketing performance is represented by three main indicators: sales value, sales growth, and market share growth. Based on Table 4, social media influences marketing performance with a coefficient value of 0.440 and a t-statistic of 7.420, demonstrating a statistically significant relationship.

Among micro coffee enterprises in Jambi City and Muaro Jambi Regency, the use of social media offers various benefits. Social media facilitates access to product information, information exchange, and connections between coffee business owners and potential buyers. It also enables entrepreneurs to interact with customers and explore new opportunities, such as new suppliers, brewing trends, or collaboration possibilities. However, the responsiveness of micro coffee businesses, particularly in replying promptly to comments, questions, or direct messages, remains relatively low. These findings suggest that social media dimensions such as participation, openness, conversation, community, and interactivity play an important role in improving marketing performance, especially participation, which still needs to be strengthened among micro coffee enterprises in these regions.

This study concludes that social media significantly influences marketing performance. Optimal utilization of social media can enhance sales value, sales growth, and market share growth in microenterprises. Theoretically, these findings can be explained through Competitive Advantage Theory (Porter, 1990; Barney, 1991). Social media functions as a strategic resource capable of creating differentiation and accessing wider markets at low cost, thereby improving the competitive position of micro, small, and medium enterprises (MSMEs). From the perspective of Innovation Diffusion Theory (Rogers Everet, 2003), social media serves as an effective communication channel for disseminating marketing innovations, as it allows promotional content to reach consumers rapidly, broadly, and interactively. Kaplan and Haenlein (2010) emphasize that social media acts as a digital marketing instrument that enables two-way communication, supports customer community building, and strengthens brand engagement, ultimately driving increased sales and market growth.

These results are also supported by previous studies. Tajvidi and Karami (2017) reported a significant influence of social media on marketing performance in the UK hotel industry. Their study found that social media use positively affects firm performance, particularly by enhancing marketing capabilities such as brand image and innovation. Using structural equation modeling and data from 384 hotels, the study confirms that social media is not only a communication tool but also a strategic component for improving business competitiveness. Syaifullah et al. (2021) explain that the adoption of social media marketing is influenced by compatibility, perceived usefulness, and perceived ease of use. Effective use of social media positively contributes to

increased sales, customer relationships, productivity, and creativity among MSMEs. In other words, the better the management of social media in marketing strategies, the greater its impact on business performance.

Additional studies also support these findings. Tafesse and Wien (2018) state that effective utilization of social media, especially an active presence, significantly contributes to marketing performance by helping businesses promote products more effectively. Yacob et al. (2018) argue that business performance can be improved through training for corporate social media administrators, focusing on skills such as writing marketing content, applying social strategies, and managing customer relationships.

Although social media significantly affects marketing performance, micro coffee enterprises in Jambi City and Muaro Jambi Regency still utilize it in a relatively basic manner. Social media is often used merely to upload product photos, such as coffee beans, packaged ground coffee, or beverage variants, without planned promotional strategies, such as paid advertising or consumer interaction analysis. Limited understanding of social media insights prevents coffee business owners from fully optimizing customer data to improve sales. Therefore, enhancing digital literacy and providing training in data-driven marketing strategies are essential to ensure that social media usage effectively contributes to marketing performance in the micro coffee sector.

In conclusion, social media has a significant influence on marketing performance. Optimal utilization, particularly through strengthening participation and maintaining an active presence, can support increases in sales value, sales volume, and market share growth. Additionally, skill development for social media administrators can further reinforce the positive impact of social media on marketing performance, especially for micro coffee enterprises in Jambi City and Muaro Jambi Regency.

4.3 Entrepreneurial Characteristics and Marketing Performance

Based on the hypothesis testing results, entrepreneurial characteristics were found to have a significant influence on marketing performance. The validity and reliability tests further reveal that entrepreneurial characteristics are reflected in high commitment, tolerance for ambiguity, flexibility, and vision. Meanwhile, the validity and reliability tests for marketing performance show that marketing performance is represented by sales value, sales growth, and market share growth. As shown in Table 4, the effect of entrepreneurial characteristics on marketing performance is 0.661, with a t-statistic of 18.974, indicating a statistically significant relationship.

Among micro coffee enterprises in Jambi City and Muaro Jambi Regency, entrepreneurs generally demonstrate the ability to adapt to change and possess a strong

determination to pursue their vision and continuously make improvements. They also exhibit high commitment in running their coffee businesses. However, tolerance for uncertain and ambiguous situations remains relatively low. In these two regions, entrepreneurial characteristics tend to focus on commitment, flexibility, and vision. Nevertheless, flexibility in entrepreneurship still needs to be strengthened among micro coffee business owners.

Thus, it can be concluded that entrepreneurial characteristics, which include high commitment, tolerance for ambiguity, flexibility, and vision, have a significant influence on marketing performance, as reflected in sales value, sales growth, and market share growth. The positive and significant original sample estimate indicates that the stronger the entrepreneurial characteristics, the better the marketing performance, both in terms of sales value and market growth.

According to Competitive Advantage Theory Porter (1990); Barney (1991), unique and inimitable resources can determine competitive advantage, including individual entrepreneurial characteristics. High commitment, flexibility, tolerance for ambiguity, and vision are personal attributes that enable entrepreneurs to manage market uncertainty and develop effective marketing strategies. Therefore, entrepreneurial characteristics can be viewed as strategic assets that enhance marketing performance, as reflected in sales value, sales growth, and market share.

Aligned with this, Innovation Diffusion Theory Rogers Everet (2003) explains that individuals with innovative and proactive traits are more likely to adopt new ideas quickly and disseminate them to consumers. Applied theory also supports this view: entrepreneurial characteristics such as creativity, leadership, and risk orientation encourage the development of adaptive marketing strategies (Lumpkin & Dess, 1996). This reinforces the notion that entrepreneurial personality is not merely an individual attribute but an important mechanism that connects innovation adoption with marketing performance.

These findings are consistent with previous studies. Widyanti and Rajiani (2021) found that personality, cultural values, and entrepreneurial characteristics significantly influence entrepreneurial behavior, although entrepreneurial characteristics that differentiate entrepreneurs from non-entrepreneurs scored the lowest. Rachman (2021) reports that entrepreneurial characteristics and business capital significantly affect innovation, and innovation, in turn, significantly influences the marketing performance of small and medium enterprises. The study also confirms an indirect effect of entrepreneurial characteristics and business capital on marketing performance. Similarly, Rolesya *et al.* (2023) state that external and internal factors positively influence entrepreneurial characteristics.

Aisyah *et al.* (2017) explain that lower entrepreneurial characteristics negatively yet significantly affect entrepreneurial

competency, while strong entrepreneurial orientation positively and significantly increases competency. Business owners with high autonomy tend to develop independence, which significantly impacts business performance. Conversely, low entrepreneurial competency does not significantly influence business performance. Khan *et al.* (2022) also report that core entrepreneurial characteristics correlate positively with locus of control and spiritual intelligence, thereby enhancing financial performance in entrepreneurship.

Entrepreneurial characteristics were also found to significantly influence the performance of fashion businesses in Kota Baru, Jambi City. Thus, the stronger the entrepreneurial characteristics, the better the business performance (Putri yulia *et al.*, 2023). Sukma *et al.* (2022) also emphasize that entrepreneurial characteristics and competitive advantage contribute to entrepreneurial success among MSME actors in Perbaungan, Serdang Bedagai, North Sumatra.

Despite these significant effects, limitations remain, particularly in flexibility and tolerance for ambiguity. Micro coffee business owners in Jambi City and Muaro Jambi Regency still face difficulties in adapting to digital technological changes and market dynamics. As a result, entrepreneurial characteristics have not been fully utilized to create innovative marketing strategies within the micro coffee sector. Therefore, improving digital literacy, enhancing training programs, and strengthening regional policy support are essential to optimize entrepreneurial potential and sustain improvements in marketing performance.

Overall, entrepreneurial characteristics, including commitment, tolerance for ambiguity, flexibility, and vision, significantly influence marketing performance. This influence is reflected in sales value, sales growth, and market share growth. Accordingly, strengthening entrepreneurial characteristics will further enhance the marketing performance of micro coffee enterprises in Jambi City and Muaro Jambi Regency.

4.4 The Mediation Role of Social Media

The hypothesis testing results indicate that entrepreneurial characteristics have a significant effect on marketing performance through social media. Entrepreneurial characteristics are reflected in four key indicators: high commitment, tolerance for ambiguity, flexibility, and vision. Meanwhile, marketing performance is represented by sales value, sales growth, and market share growth, whereas social media is reflected through participation, openness, conversation, community, and interactivity.

Table 5 shows that entrepreneurial characteristics influence marketing performance through social media with a coefficient of 0.332 and a t-statistic of 7.157, indicating a significant relationship. Among micro coffee enterprises in Jambi City and Muaro Jambi Regency, entrepreneurial

characteristics are evident through strong entrepreneurial commitment, adaptability to change, and determination to pursue and achieve long-term visions. However, tolerance for constantly changing and ambiguous situations, such as fluctuating consumer preferences or shifts in digital trends, remains relatively low. Therefore, micro coffee enterprises in these regions need to enhance their tolerance for ambiguity while optimizing commitment, flexibility, and visionary capability

This study concludes that entrepreneurial characteristics, namely high commitment, tolerance for ambiguity, flexibility, and vision, have a significant influence on marketing performance. This influence is mediated by the effective use of social media, which encompasses participation, openness, conversation, community, and interactivity. These findings suggest that the optimization of entrepreneurial characteristics, supported by effective social media utilization, can enhance sales value, sales growth, and market share growth

Theoretically, these findings can be explained using the grand theory of competitive advantage (Porter, 1990; Barney, 1991), which posits that unique resources and adaptive capabilities can serve as strategic differentiators. Entrepreneurial characteristics such as commitment, vision, and flexibility function as intangible resources that provide a competitive advantage when integrated with digital marketing technologies. Furthermore, based on Rogers' Innovation Diffusion Theory Rogers Everet (2003) as a middle range theory, the successful adoption of entrepreneurial strategies depends heavily on communication channels. Social media acts as an innovative medium that accelerates the diffusion of ideas, products, and business value to consumers. It facilitates two way interactions between entrepreneurs and customers, enhances customer engagement, and serves as a critical mediator that channels entrepreneurial characteristics into improved marketing performance (Kaplan & Haenlein, 2010).

These results are supported by several previous studies. Fan et al. (2021) found that entrepreneurial orientation (EO) positively affects SME performance, where higher EO leads to better business outcomes. EO also encourages social media adoption, which ultimately enhances SME performance. Their study further revealed that innovation capability moderates the relationship between social media adoption and SME performance, strengthening this effect. Additionally, they reported that social media adoption partially mediates the relationship between EO and performance. Similarly, Sulasih et al. (2024) confirmed that entrepreneurial orientation enhances social media usage among micro-business actors in Banyumas, contributing to improved business performance.

This study is further aligned with prior research. Planinc et al. (2022) showed that entrepreneurial characteristics influence the operational efficiency of SMEs, although environmental factors exert a stronger impact. Luo et al. (2024) emphasized the importance of social media and

customer relationship management (CRM) capabilities in improving marketing performance. Venciute et al. (2023) found that social media marketing capabilities positively affect marketing performance through the mediating effect of social media marketing performance. Susanto et al. (2023) demonstrated that entrepreneurial orientation significantly affects SME performance, mediated by marketing capabilities and social media use. Additionally, Gunawan (2024) emphasized that entrepreneurial characteristics and competencies such as creativity and innovation positively and significantly influence business performance. Khan et al. (2022) also confirmed that key entrepreneurial characteristics enhance financial performance.

Despite the significant influence of entrepreneurial characteristics on marketing performance through social media, micro coffee business actors in Jambi City and Muaro Jambi Regency still face challenges in integrating entrepreneurial vision with digital strategies. Many coffee entrepreneurs possess strong commitment but are not yet able to translate it into consistent content strategies on social media. Limited ability to manage customer engagement also reduces the optimal utilization of social media. Therefore, specialized mentoring programs are needed to connect entrepreneurial characteristics with more effective social media use to enhance marketing performance.

In conclusion, this study reinforces the significant influence of entrepreneurial characteristics on marketing performance through social media. Micro coffee enterprises in Jambi City and Muaro Jambi Regency can leverage these findings to strengthen their marketing strategies by enhancing entrepreneurial commitment and improving the effective utilization of social media.

4.5 Regional Digital Policy and Coffee Industry Trends

Regional digital policies and global trends in the coffee industry further contextualize and strengthen the empirical findings of this study. In Indonesia, national and provincial initiatives such as UMKM Go Digital and digital transformation programs by the Ministry of Communication and Informatics aim to accelerate MSME adoption of digital tools. These efforts align with broader global evidence showing that government led digitalization policies significantly increase technology adoption, entrepreneurial readiness, and digital marketing capability among small businesses (Ionescu et al., 2021). Similarly, digital support programs have been shown to enhance SMEs' marketing capabilities and encourage the use of social media as a strategic resource (Ghezzi et al., 2018). Such findings support the results of this study by indicating that policies promoting digital adoption indirectly strengthen key entrepreneurial characteristics such as flexibility, adaptability, and commitment toward using social media as a marketing tool.

8 REFERENCES

Industry trends in the global specialty coffee sector also help explain why social media plays a significant role in marketing performance. The specialty coffee industry increasingly relies on digital storytelling, community based engagement, and social media-driven brand identity, which shape consumer perceptions and drive purchase decisions (Berinyuy et al., 2022). Research also shows that social media interactions, especially on platforms like Instagram and TikTok, significantly influence consumer engagement and brand loyalty within the coffee sector (Xiao et al., 2023). These patterns mirror the findings of this study, where participation, conversation, and interactivity are key predictors of marketing performance. Furthermore, the digitalization of the coffee supply chain and the rise of online coffee marketplaces amplify the importance of entrepreneurial adaptability and social media competency as competitive differentiators (Luthra et al., 2022). Collectively, the alignment between regional digital transformation initiatives and evolving global coffee industry trends creates an enabling environment that enhances the relevance of the relationships found in this study. Micro coffee entrepreneurs in Jambi City and Muaro Jambi Regency operate within a broader digital ecosystem where social media engagement is essential for brand visibility, consumer interaction, and competitive advantage. This helps explain the significant influence of entrepreneurial characteristics on social media use and marketing performance, as well as the mediating role of social media identified in the SEM-PLS analysis.

5 CONCLUSIONS

This study concludes that entrepreneurial characteristics significantly enhance marketing performance, both directly and through social media as a key mediator among micro coffee enterprises in Jambi and Muaro Jambi. Entrepreneurs with strong capabilities can use social media to improve visibility, interaction, and marketing outcomes. The findings highlight social media's essential role in transforming entrepreneurial strengths into measurable performance, supporting competitiveness and sustainability in the digital era.

6 AUTHORS' CONTRIBUTIONS

Conceptual Idea: Fahdillah, Y.; Yacob, S.; Khalik, I.; Lubis, T.A.; Methodology design: Fahdillah, Y.; Yacob, S.; Lubis, T.A.; Data collection: Fahdillah, Y.; Khalik, I.; Data analysis and interpretation: Fahdillah, Y.; Yacob, S.; Khalik, I.; Lubis, T.A.; and Writing and editing: Fahdillah, Y.; Yacob, S.

7 DATA AVAILABILITY STATEMENT

Data available upon request to authors

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