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# Drivers of Sales Performance in Traditional Market MSMEs: Digital Literacy, Marketing Capability, and Market Orientation

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**A B S T R A C T**

The decline in the competitiveness of traditional markets amid digital transformation has shifted consumer preferences toward e-commerce, affecting the sales performance of clothing traders in Johar Market, Semarang City. Traders have begun to adopt digital literacy and implement marketing practices, but sales performance remains suboptimal, indicating a gap between capabilities and results. This study aims to analyze the influence of digital literacy, marketing capabilities, and market orientation on sales performance with entrepreneurial orientation as a moderating variable. A quantitative approach was used by distributing a questionnaire to 242 clothing traders. Determined using the Krejcie and Morgan formula, with a 95% confidence level and a 5% margin of error. Data analyzed using SEM-PLS in SmartPLS 3.1. The results showed that digital literacy and marketing capabilities have a significant positive effect on sales performance, while market orientation is not significant. Entrepreneurial orientation has a direct effect on digital literacy but cannot moderate other variables. indicating that in the context of traditional markets, the entrepreneurial factor is not strong enough to be a catalyst without the support of adequate environmental conditions and resources.

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## 1. INTRODUCTION

Digitalization is creating more dynamic opportunities across many areas. It encourages businesses to expand their markets and use technology cost-effectively. E-commerce is a system born from this shift. E-commerce drives sales, marketing, and purchasing activities that rely on


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systems and networks (Zhang et al., 2024). Perceived convenience offered by e-commerce users is shifting consumer preferences, thus influencing them (Nuralam et al., 2024).

Consumer preferences are shifting, impacting MSMEs. Business sectors offer the greatest opportunities for digital transformation. System adaptation in this digital era is essential. In MSMEs, especially in the traditional market, adoption of technology is still low, and there is a long-term impact on businesses' competitiveness in this era (Nambisan et al., 2019). Johar Market Semarang is one of the traditional markets in Indonesia affected by this situation. Johar Market holds historical status as a cultural heritage site in Semarang. This cultural heritage is threatened by e-commerce. This market drives city economics and historical values, having been a major trading centre since the colonial era, designed by Thomas Karten, Dutch architect (Semarang city, Culture and tourism office, 2025). Digitalization is creating new dynamics for Johar Market. Amidst technological adaptation for business sustainability and modern business systems to maintain economic competitiveness, thus preserving its existence as a cultural heritage site in Semarang.

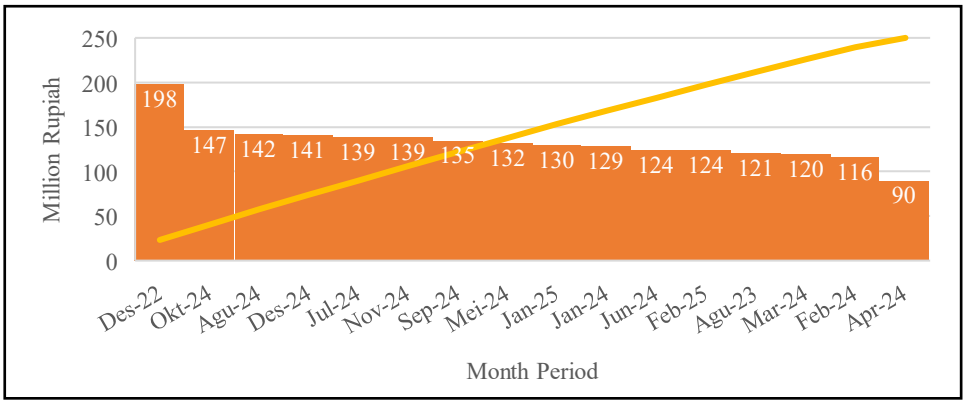


**Figure 1. Turnover of Traders at Johar Market, Semarang**
*Source: Johar Market Management, Semarang (Processed), 2025*

Fluctuations in this turnover of Johar market traders, shown by e-commerce and shifting consumer preferences, had a significant impact on merchant sales performance. Consumers can shop flexibly, without making any other sacrifices in e-commerce, especially in the fashion sector. Consumers do not have to come directly to the store and try it on. They can check the size and taste, then pay, and the item will arrive at their address. The fashion sector is more impacted and the most popular among e-commerce consumers (Putri et al., 2025). Clothing vendors dominate the Johar markets. Digitalization is crucial for maintaining the performance and competitiveness of the Johar Market. Digital literacy is key to maintaining sales performance in the digital era. Serves as a promotional and strategic tool for obtaining market information, building customer relationships, and improving business operations, particularly in MSMEs (Magdalena Marczewska & Marzenna Anna Weresa, 2023). In line with findings, improving business performance through the ability of MSMEs to use digital media, manage information, and utilize online platforms in marketing and sales processes (Nguyen et al., 2024; Nur Probohudono et al., 2025; Wistedt, 2024). The previous study showed that digital literacy plays a significant role. Digital technology and market information will be effective if implemented through digital literacy (Noerchoidah et al., 2025). When companies can seize opportunities and transform them into effective business strategies, digitalization can generate real benefits (Zhao et al., 2025). Market orientation and strong marketing capabilities maximize sales performance in this era, especially when traders have an entrepreneurial orientation. Digital literacy is insufficient without marketing capabilities. Marketing capabilities show entrepreneurs how to apply resources and knowledge to create value through marketing

activities (Morgan et al., 2018). Previous studies by (Isichei et al., 2020; Santos & Marinho, 2018) consistently show that marketing capabilities are more effective when supported by a strong market orientation, enabling companies to capture and respond to customer needs more precisely. In line with Wediawati (2025) entrepreneurial orientation is recognized as a key driver of innovation, proactivity, and risk-taking, which impacts performance improvement. Several other studies confirm that MSME performance improves when market orientation is integrated with adaptive strategies that respond to environmental dynamics (Butkouskaya et al., 2024; Lupiyoadi et al., 2025). Digital literacy, marketing capabilities, and market orientation are proven to contribute to performance when aligned with entrepreneurial orientation (Alqahtani et al., 2024; Purwanti et al., 2022; Wu et al., 2024).

Some existing literature remains fragmented, tending to examine these variables partially and not explicitly examining their simultaneous interactions within a single integrated model, particularly with entrepreneurial orientation as a reinforcing mechanism in the context of traditional markets. Although most prior studies examine these variables separately and rarely position entrepreneurial orientation as a moderating variable, particularly in traditional market contexts with resource and technological limitations (Purwanto et al., 2021). This limitation is crucial because it ignores the fact that in the context of traditional markets, particularly Johar Market, each factor does not operate independently but rather interdependently within a system constrained by resources, technology, and resistance to structural change. This study intentionally integrates digital literacy, marketing capabilities, and market orientation within a single model framework, with entrepreneurial orientation as a moderating variable, to test whether these capabilities can actually translate into sales performance. Based on Bandura's Social Cognitive Theory (1999), specifically triadic reciprocal determinism, performance is not determined by a single factor but rather by a tight interaction between personal, behavioral, and environmental factors. In Johar Market, which faces digital disruption and limited structural adaptation, the failure to integrate these factors explains why theoretically positive capabilities do not always translate into actual performance. This model not only closes the empirical gap in the literature but also challenges the assumption of linearity of the capability-performance relationship in the context of disrupted traditional MSMEs. However, the unique characteristics of traditional markets, such as limited resources and resistance to technology adoption, may constrain these relationships. This research contributes theoretically by extending marketing and entrepreneurship literature in MSMEs and offers practical insights for traditional market management, particularly Johar Market, as a cultural heritage site under pressure from digital transformation.

## 2. METHOD

This study uses a quantitative approach to empirically test causal relationships between variables (Gabriel et al., 2024). The study population was 644 clothing vendors at Johar Market, Semarang City. Sample size determination refers to the Krejcie & Morgan table with a 95% confidence level and a 5% margin of error to ensure sample adequacy for statistical analysis. The use of the table is based on the assumption of a relatively homogeneous population. Each population unit has a comparable opportunity to represent the population's characteristics and allows for statistical generalization of the research results (Bukhari Rehman, 2021; Rahman et al., 2021; Salsabila & Rahman, 2025). Methodologically, Krejcie & Morgan was used only as a basis for determining the sample size, not the sampling technique. The sampling technique used purposive sampling based on specific criteria: clothing vendors who had been active for at least one year and had verifiable business data (Ahmed, 2024; Thomas et al., 2016).

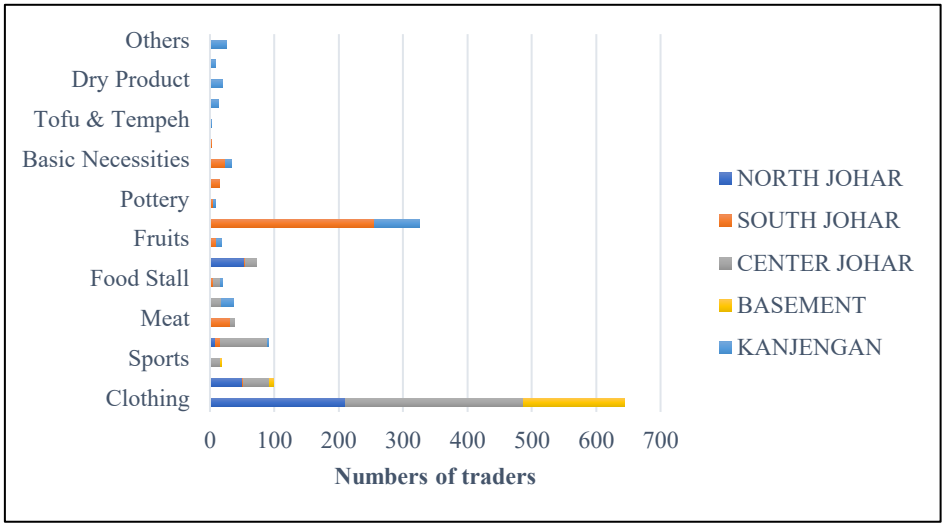


**Figure 2 . Distribution of traders at Johar Market, Semarang**
*Source: Johar Market Management (processed), 2025*

Based on figure 4, The clothing sector was chosen because it dominates the Johar Market trade, based on data from the Johar Market management. This combination is methodologically valid because quantitative research can use non-probability sampling as long as the researcher provides clear justification and ensures sample adequacy for statistical analysis (Creswell, 2009; Ringle et al., 2023). Data collection in this study was carried out by distributing a questionnaire in two stages. First administered to 30 respondents with the same criteria, and then it was administered to 242 respondents in accordance with (Bukhari Rehman, 2021). The Questionnaire instruments are arranged based on variable indicators. Representation of the latent construct measured through respondent responses. The level of measurement of respondents based on a Likert scale allows for systematic measurement of the research construct (Kyle et al., 2025)

**Table 1**. the results of the instrument's validity and reliability

| Variable | Outer Loadings | Composite Reliability | Cronbach's alpha | AVE |
|---|---|---|---|---|
| Sales Performance (9 Items) | 0,677 – 0,834 | 0,916 | 0,905 | 0,571 |
| Digital Literacy (8 Items) | 0,532 – 0,925 | 0,930 | 0,827 | 0,482 |
| Marketing Capabilities (20 Items) | 0,544 – 0,925 | 0,940 | 0,967 | 0,636 |
| Market Orientation (6 Items) | 0,947 – 0,958 | 0,950 | 0,980 | 0,907 |
| Entrepreneurial Orientation (8 Items) | 0,626 – 0,962 | 0,970 | 0,963 | 0,804 |

Table 1 shows the results of the instrument's validity and reliability testing on 30 respondents. The research instrument has met the reliability and feasibility standards for SEM-PLS analysis, indicated by composite reliability > 0.70, Cronbach's alpha > 0.70, and a majority of outer loadings > 0.70, indicating strong internal consistency and indicator validity. Digital literacy effect below 0.50 is acceptable because the composite reliability value exceeds the minimum limit <0,70 (Ringle et al., 2023). All constructs have strong internal consistency, while AVE values in the moderate range remain acceptable in socio-managerial research as long as they are supported by high composite reliability (> 0.70). An outer loading value >0.70 indicates a high level of representation. Ranging from 0,40-0, 69 still acceptable in social management research, with indicators having a strong theoretical basis and not reducing reliability (J. Hair & Alamer, 2022). Semi-structured interviews and observations were used in limited quantities as supporting evidence to enrich the context, without integration of qualitative

analysis, so the research remained purely quantitative and not a mixed-methods study. Data analysis used Structural Equation Modeling Partial Least Squares (SEM-PLS), which is appropriate for predictive models with latent variables, flexible data distribution, and limited sample size (Hair & Alamer, 2022). Model evaluation is carried out by testing the measurement model (construct validity and reliability) and the structural model to test the causal relationship between variables simultaneously (Purwanto & Sudargini, 2021).

## 3. RESULTS AND DISCUSSION

### 3.1 Results

**Table 1**. Demographic Criteria of Johar Market Traders

| Profile | Criteria | Frequency | % |
|---|---|---|---|
| Length of Time | < 5 Years | 20 | 8,26 |
| | ≥ 5 Years | 222 | 91,74 |
| Gender | Male | 88 | 36,36 |
| | Female | 154 | 63,64 |
| Age | < 40 Years | 44 | 18,18 |
| | > 40 Years | 198 | 81,82 |
| | Indian | 3 | 1,24 |
| | Arab/Pakistani | 24 | 9,92 |
| | Chinese | 24 | 9,92 |
| | Minang | 30 | 12,4 |
| | Javanese | 161 | 66,53 |

*Source: Author's calculation, 2026.*

Table 1 shows that respondents are predominantly female and of productive age. Most respondents have been running their businesses in the long term, indicating considerable experience in trading activity. The majority of traders are ethnically Javanese, Chinese, arab/Pakistani, Indian, and Minang, with a predominance of Javanese.

**Table 2**. Convergent Validity and Reliability

| Variable | Outer Loadings | Composite Reliability | Cronbach's alpha | AVE |
|---|---|---|---|---|
| Sales Performance (9 Items) | 0,610 – 0,839 | 0,916 | 0,898 | 0,547 |
| Digital Literacy (8 Items) | 0,659 – 0,863 | 0,930 | 0,914 | 0,626 |
| Marketing Capabilities (20 Items) | 0,560 – 0,814 | 0,940 | 0,932 | 0,447 |
| Market Orientation (6 Items) | 0,828 – 0,931 | 0,950 | 0,937 | 0,759 |
| Entrepreneurial Orientation (8 Items) | 0,554 – 0,857 | 0,918 | 0,896 | 0,584 |

*Source: Author's calculation, 2026.*

Table 2 shows the results of the validity and reliability analysis in this study. Convergent validity through the AVE measure indicator represents the variable. Construct is valid if the values of AVE > 0,50, indicating the indicator >50% can represent the construct of the variable that is being measured. A moderating effect below 0.50 is acceptable because the composite reliability value exceeds the minimum limit <0,70 (Ringle et al., 2023). The measurement model has strong and stable consistency. Rho_A measures the reliability of variables; values of rho_A have a minimum limit <0,70. The indicators were declared consistent and capable of measuring variables. Outer loading value >0.70 indicate high level of representation. Ranging from 0,40-0, 69 still acceptable in social management research, with indicators having a strong theoretical basis and not reducing reliability (Hair & Alamer, 2022). Theoretically relevan indicator in PLS-SEM should be retained even if outer loadings are moderate . The results

indicate the model has adequate predictive power, so that parameter estimation and hypothesis testing can be considered valid and reliable.

**Table 3**. R-Square

| Analysis result | | Conclusion |
|---|---|---|
| SP | 0,667 | Moderate |

*Source: Author's calculation, 2026.*

Table 3 presents the R-squared results of this study. R-squared measures the level of strength of the model, explaining the dependent variable. According to Hair et al., (2019) $R^2$ values are Substantial if > 0.70**,** Moderate about 0.50, and Weak < 0,25. Test results showed that 66,7%, indicating variation in performance clothing sales in Johar market can be explained by the variables of Digital Literacy (X1), Marketing Capability (X2), Market Orientation (X3), and Entrepreneurial Orientation (M). The remaining 33,3% influenced by factors outside the research model.

**Table 4**. F-Square

| | Analysis result | Conclusion |
|---|---|---|
| SP -> DL | 0,072 | Small |
| SP -> MC | 0,038 | Small |
| SP -> MO | 0,005 | Small |
| SP -> EO | 0,019 | Small |
| SP -> DL -> EO | 0,075 | Small |
| SP -> MC -> EO | 0,011 | Small |
| SP -> MO -> EO | 0,009 | Small |

*Source: Author's calculation, 2026.*

Table 4 presents the F-squared results of this study. F-square aims to measure the effect size of an exogenous variable on an endogenous variable by the $R^2$ value, and changes when the variable is included or removed from the model. $F^2 < 0.02$ is small, $F^2$ about 0.15 is medium, and $F^2 > 0.35$ is large (Hair et al., 2019). ($f^2$) Results indicate all structural paths in this model exhibit a small effect. These findings suggest that the contribution of each construct to the explained variance of the endogenous variable is limited, and the paths remain substantively relevant in accounting for relationships among constructs in this proposed model (Ringle et al., 2023).

**Table 5**. Hypothesis test result

| | Original Sample | Sample Mean | St. Dev | T Statistics | P Values | Conclusion |
|---|---|---|---|---|---|---|
| DL -> SP | 0,236 | 0,231 | 0,063 | 3,769 | 0,000 | Significant |
| EO -> SP | 0,173 | 0,172 | 0,078 | 2,208 | 0,027 | Significant |
| MC -> SP | 0,246 | 0,258 | 0,087 | 2,824 | 0,005 | Significant |
| MO -> SP | 0,073 | 0,066 | 0,083 | 0,868 | 0,385 | Insignificant |
| DL -> EO -> SP | 0,234 | 0,229 | 0,066 | 3,563 | 0,000 | Significant |
| MC -> EO -> SP | 0,154 | 0,169 | 0,098 | 1,563 | 0,118 | Insignificant |
| MO -> EO -> SP | -0,135 | -0,146 | 0,086 | 1,561 | 0,119 | Insignificant |

*Source: Author's calculation, 2026*

Table 5 and Figure 4 show the results of path testing. Digital Literacy (DL), Marketing Capabilities (MC), and Entrepreneurial Orientation (EO) have a positive and significant effect on Sales Performance (SP). Market Orientation (MO) shows an insignificant effect. The result of the variables showed a t-statistic> 1.96, and a p-value < 0.005 at a significant level of 5

percent (Hair et al., 2019). Entrepreneurial Orientation (EO) proved the relationship between Digital Literacy (DL) and Sales Performance (SP), indicating that increasing Digital Literacy encourages Entrepreneurial Orientation and has an impact on Sales Performance.

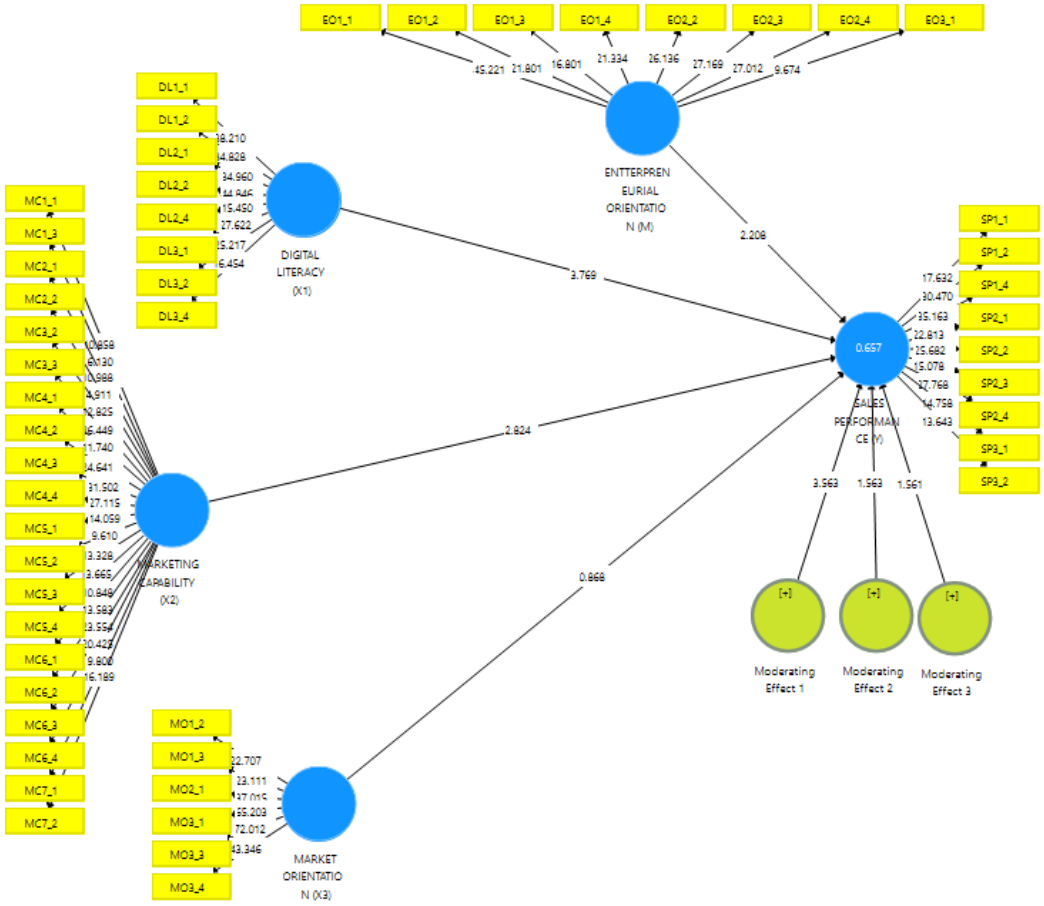


**Figure 4 . Paths model**

*Source: Authors' Calculation, 2026*

## 3.2 Discussion

### 3.2.1 Influence of Digital Literacy on Sales Performance

Digital literacy is a resource that enables traders to effectively manage transactions and promotions, respond to consumer needs, and contribute to improved sales performance. Aligns with previous studies, the application of digital literacy has an important role, especially in the digitalization era, in terms of human resource quality, product development, and business processes (Yap & Fabroa, 2025; Y. Zhang & Zhang, 2024). In line with findings (Gutiérrez Navas et al., 2025; Naibaho et al., 2025; Putri Santosa, 2026), the success of MSME digitalization is not solely determined by the adoption of digital technology, but also by the capacity of business actors to manage digital-based customer services, increase financial transparency through the implementation of e-payment, and strengthen digital transformation readiness to expand access to formal financing and improve business sustainability. Align with Silaban et al (2025) findings, digital literacy increases sales, transaction efficiency, and the competitiveness of MSMEs in Medan city, supported by the use of technology. Empirical findings show a paradox, where increased digital literacy is not followed by an increase in the sales performance of Johar Market traders. Digital literacy not been converted into operational capabilities that directly impact business performance, remaining limited to the cognitive realm. From the perspective of reciprocal determinism, Bandura's Social Cognitive Theory (1999),

this phenomenon reflects an imbalance between personal factors (digital literacy), behavior (digital business practices), and the environment. Digital literacy as knowledge capital does not automatically trigger adaptive behavioral changes without environmental reinforcement mechanisms, so its use in digital marketing, electronic transactions, and business management is not optimal. Environmental pressures in the form of e-commerce dominance and shifting consumer preferences to digital platforms weaken the effectiveness of digital literacy in improving sales performance. The demographics of traders, the majority of whom are over 40 years old and predominantly female, imply heterogeneity in technology adoption and how it is utilized (Alshebami et al., 2025; Jena & Paltasingh, 2025; Ribeiro et al., 2021) Despite the presence of self-efficacy in technology use, the lack of structural support, such as ongoing training, technology access, and collective strategies, causes behavioral transformation to occur inconsistently (Raharjo et al., 2024). Capacity and implementation gaps are key factors in why digital literacy has not effectively improved sales performance. The simultaneous interaction between personal, behavioral, and environmental factors plays a crucial role within the reciprocal determinism framework.

### 3.2.2 Influence of Marketing Capabilities on Sales Performance

Marketing capabilities are a key determinant for traders to improve sales performance through innovation, market expansion, and strengthening the competitiveness of their business. Marketing capability enables MSMEs to increase sales because they can determine the right marketing strategy, are more effective in building relationships with customers, and create competitive advantages consistent with previous literature (Andari et al., 2025; Sultoni et al., 2022; Tolstoy et al., 2022). Also aligns with previous studies that Marketing capabilities can improve performance through product development, supply chain management, market learning, and marketing transparency (Reimann et al., 2021; Sultoni et al., 2022). Research findings indicate that marketing capabilities are not fully translated into consistent, adaptive, and market-oriented business behavior, resulting in fluctuating sales performance. The dominance of traders with more than five years of business experience (91.7%) demonstrates the strength of traditional trading patterns rooted in long-standing trading habits and cultures. From a Social Cognitive Theory perspective (Bandura, 1999), this condition confirms that marketing knowledge and skills do not automatically translate into strategic actions if the business environment and behavioral patterns of business actors do not support the adaptation process. Marketing strategies such as pricing, product development, distribution, and marketing communications are still implemented partially, unintegrated, and unresponsive to digital market dynamics. The diverse operational characteristics of MSMEs and their low readiness for business transformation further exacerbate the inconsistency in the implementation of marketing skills (Legodi Cedric Phokwane & Makhitha, 2020; Orozco, 2022). Amidst the pressure of e-commerce expansion and changing consumer behavior, some traders are only present on social media without developing a targeted and market-oriented marketing strategy. The use of social media has been shown to have the potential to improve MSME sales performance (Khairani et al., 2025; Waseem et al., 2024). These findings suggest that a digital presence without self-regulation, adaptability, and behavioral learning as described in Social Cognitive Theory is insufficient to create a competitive advantage or significantly improve sales performance. Consistent with Hong et al. (2024) and Satriawan & Yemima (2025), traditional merchants who are slow to adapt tend to experience declining sales performance. Consequently, marketing capabilities without behavioral transformation result in only administrative, not strategic, marketing activities. A digital presence without strategic management is unable to create a competitive advantage (Marolt et al., 2022).

### 3.2.3 Influence of Market Orientation on Sales Performance

Market orientation has not been an effective determinant in improving sales performance. Sales performance has not changed, despite variations in the level of market orientation among traders. Market orientation remains conceptual and has not been internalized into strategic actions that directly impact sales activities. This is in line with previous research, (Gangwani & Bhatia, 2024; Setiawan & Praswati, 2023) market orientation does not stand alone but requires the support of other capabilities such as marketing skills, innovation, digital literacy, and self-efficacy to significantly influence sales performance (Lekmat et al., 2018; Ramdan et al., 2025; Utomo & Susanta, 2020). These findings differ from those of Hendra Maulana Setiawan and Aflit Nuryulia Praswati, as well as Kishore Kumar Gangwani and Manjot Singh Bhatia, who found that market orientation can improve sales and market performance by enabling companies to understand market needs and effectively adapt their business strategies and innovations. These differences in results may be due to limited innovation capabilities and to the underdeveloped implementation of market strategy in MSMEs, resulting in market orientation not being optimally applied to increase sales. Understanding market needs without the ability to respond strategically only results in a passive orientation. Limited ability to adapt to market changes, as well as low utilization of supporting resources such as technology and innovation, causes market orientation to tend to be reactive and easily hampered (Sabarini & Hendayana, 2025). Responses to market information have not been translated into actions that create added value for consumers. In social cognitive theory, Bandura (1999). Market orientation as an environmental factor is not strong enough to influence performance without the support of adequate personal and behavioral factors. A reactive market orientation is unable to create a competitive advantage, so sales performance remains at a low level. This finding challenges the dominant assumption in the literature that market orientation inherently improves sales performance and shows that, without integrating capabilities and implementing adaptive behavior, Market orientation loses its predictive power in traditional market environments, as markets change faster than traders can respond (Butkouskaya et al., 2024)

### 3.2.4 Influence of Entrepreneurial Orientation On Sales Performance

Traders with entrepreneurial orientation can innovate, be proactive, and take risks, which play an important role in improving sales performance. A strong entrepreneurial orientation enables business actors to be more innovative, proactive, and responsive to market opportunities, thereby creating competitive advantages and driving improved business performance consistent with previous findings (Barinta et al., 2022; Rehman, 2025). In line with (Kadiyono & Susanto, 2025; Kaushik & Dangwal, 2023), MSMEs with a strong entrepreneurial and market orientation tend to be able to create competitive advantages. Entrepreneurial behavior, manifested through business innovation and the ability to build relationships, positively contributes to improving entrepreneurial performance among MSMEs in Indonesia. This study shows entrepreneurial tendencies, at the dispositional level, not fully internalized in sustainable strategic actions. An increase in sales performance is not optimal. Lack of environmental support, as well as low reinforcement of trader self-confidence, hinders the transformation of entrepreneurial orientation into productive behavior. Post-fire structural conditions that divide the market into several sectors, a limited number of buyers, and small kiosk sizes also narrow the space for business movement (Pratiwi, 2022; Rahdriawan, 2024). Traditional business patterns are still dominant. Reliance on face-to-face interactions, experience-based decision-making, and minimal use of technology causes traders' competitiveness to weaken amidst increasingly aggressive e-commerce pressure (Hendricks & Mwapwele, 2024). In Bandura's Social Cognitive Theory (1999), entrepreneurial orientation as a personal factor has not been

actualized into strategic behavior. It's not reinforced by the environment and adequate implementation mechanisms. Reciprocal determinism does not work optimally in driving sales performance. Traders show innovative, proactive, and risk-taking tendencies. Tendencies are not converted into concrete actions such as product innovation, market expansion, or the use of digital technology. This finding is further emphasized by the literature on entrepreneurial self-efficacy. An individual's that belief in their ability to execute entrepreneurial actions is a primary prerequisite for entrepreneurial orientation to produce performance (Newman et al., 2019). The weak strengthening of Johar Market traders' self-efficacy in facing digital transformation causes entrepreneurial orientation to cease as a disposition, not as a productive capability.

### 3.2.5 Influence of Entrepreneurial Orientation toward Digital Literacy on Sales Performance

Entrepreneurial orientation serves as a catalyst that activates the relationship between digital literacy and sales performance. In the Triadic reciprocal determinism mechanism in the Social Cognitive Bandura (1999), digital literacy represents personal factors (knowledge and skills), while entrepreneurial orientation drives behavior (innovative, proactive, and risk-taking actions). Sales performance is the outcome of the interaction between the two. Digital literacy is productive when activated by an entrepreneurial orientation capable of transforming knowledge. Strategic actions such as exploring digital platforms, marketing experiments, and adapting to market changes are also important. Consistent with findings (Munawar, 2025; Ramdan et al., 2025; Vrontis et al., 2022; Wediawati et al., 2025), entrepreneurial competence strengthens the influence of digital literacy on the performance and sustainability of MSMEs and strengthens entrepreneurial self-efficacy, which encourages courage in adopting technology (Kusa et al., 2024). The triadic interaction has not yet worked optimally in the Johar market due to an imbalance between components. Personal factors (digital literacy) and behavioral tendencies (entrepreneurial orientation) are beginning to form. Environmental factors are actually inhibiting, such as the dominance of e-commerce, shifting consumer preferences, limited promotional capacity, the age characteristics of traders, and the impact of market revitalization. This lack of synchrony results in adaptive behavior that is not strong enough to produce consistent performance changes. Failure lies not in each component, but in the weak reciprocal interaction between factors. The effectiveness of digital literacy, moderated by entrepreneurial orientation, is not determined by the presence of personal and behavioral factors, but by the extent to which the environment allows the two to interact productively.

### 3.2.6 Influence of Entrepreneurial Orientation toward Marketing Capability on Sales Performance

Marketing capability has acted as a tangible behavior that directly influences performance through activities such as pricing, distribution, and marketing communications, so its effect is relatively independent. Entrepreneurial orientation, as a personal factor, has not been strongly internalized in innovative actions and risk-taking in marketing practices. The characteristics of traders who tend to maintain conventional business patterns, despite having entrepreneurial tendencies, are not sufficient to change or strengthen marketing behavior. This finding is consistent with research of (Alqahtani et al., 2024; Chelliah et al., 2023; Prasetya et al. (2025; Rois et al., 2025). Innovation and risk-taking do not always contribute directly to MSME performance, especially in traditional MSMEs with limited resources and immature strategies. In Bandura's Social Cognitive Theory (1999), this phenomenon indicates a failure to activate the triadic reciprocal determinism mechanism. The interaction between personal factors (entrepreneurial orientation), behavior (marketing skills), and the environment is not formed

synergistically. Marketing behavior is already underway, but is not reciprocally influenced (reciprocal feedback) by personal factors, because entrepreneurial orientation is not strong enough to modify or improve the quality of such behavior. Environmental factors such as limited resources, e-commerce pressures, and low adoption of modern marketing strategies weaken the feedback process that should strengthen the interaction between components. Entrepreneurial orientation can theoretically increase self-efficacy and encourage capability development (Bandura, 1999; Martin & Javalgi, 2016). These effects stop at the dispositional level and are not converted into strategic behavioral changes. Without active reciprocal feedback between factors in the triadic system, personal variables have no intervention power on established behavior, thus losing their moderating role in influencing sales performance.

### 3.2.7 Influence of Entrepreneurial Orientation toward Market Orientation on Sales Performance

Entrepreneurial orientation does not sufficiently enhance this influence, as innovation and risk-taking are not consistently practiced, particularly among traders with traditional business models (Raimi et al., 2023; Timbayo et al., 2025). While Ramdan et al. (2025) found that entrepreneurial orientation strengthens the effect of market orientation on marketing performance, this study observed no such effect on the sales performance of clothing traders at Johar Market. Although traders recognize consumer needs, they do not translate this understanding into product innovation, pricing strategies, or adaptive marketing. This gap is due to capital constraints, passive business models, competitive price pressures, and the effects of market revitalization. Entrepreneurial orientation improves MSME performance when supported by strong networking and learning orientations, leading to more effective outcomes (Pusriadi et al., 2025; Sarwoko et al., 2023). This finding confirms that understanding market needs and entrepreneurial courage are not enough to significantly increase sales when traders still face limited capital, weak digital adaptation, tight price competition, and changes in consumer behavior that are shifting to e-commerce. The market orientation they have tends to stop at the level of understanding without being able to be implemented into an effective sales strategy. In Bandura's (1999) social Cognitive Theory, the reciprocal interaction between personal factors (entrepreneurial orientation), environmental/cognitive factors (market orientation), and behavior does not operate optimally. Market orientation only provides information, and entrepreneurial orientation only provides attitudinal tendencies. Neither is strong enough to trigger behavioral change in sales activities. Without behavioral change, the reciprocal feedback process that should strengthen the relationship between factors does not occur. The influence on performance becomes weak. In line with the concept of entrepreneurial self-efficacy, without the confidence to take action, knowledge and attitudes will not translate into productive behavior (Newman et al., 2019). Market orientation and entrepreneurial orientation do not lose their relevance theoretically, but fail to function empirically because they are not activated in behaviors that drive sales performance.

## 4. CONCLUSION

This study found that digital literacy and marketing skills serve as key determinants in improving sales performance. Market orientation failed to exert an impact because it was not translated into strategic actions. Entrepreneurial orientation demonstrated only a limited role, strengthening the influence of digital literacy, but was unable to moderate the relationship between marketing skills and market orientation, resulting in partial effectiveness. These findings reveal that in the context of traditional markets, cognitive and dispositional variables lack stable predictive power and rely heavily on behavioral activation. In triadic reciprocal

determinism, this failure to influence reflects a breakdown in the causal mechanism when behavior, as the primary link, is not actualized. This study is limited by the specific context of Johar Market, which is influenced by demographic characteristics, resource constraints, and structural pressures such as digitalization and market revitalization, thus limiting the generalizability of the findings. The quantitative approach does not fully capture behavioral dynamics and implementation barriers in depth. Future research should integrate qualitative approaches and examine behavioral activator variables such as self-efficacy, innovation, and institutional support to strengthen the validity and relevance of the findings. Policy implications require a shift from a knowledge-based approach to action-based activation through practical training, strengthening marketing capabilities, and supporting an adaptive digitalization environment. These interventions must be integrated with the preservation of Johar Market as a cultural heritage site through identity strengthening and a hybrid business model.

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