

How does the owner's entrepreneurial orientation affect micro and small-size enterprises' marketing performance?: The role of organizational agility

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Received 05 January 2023 /accepted 29 July 2023 /available online 11 August 2023

Article type: Research Article

DOI <http://dx.doi.org/10.47313/oikonomia.v19i2.1817>

ABSTRACT

Purpose This study investigates the interrelationships between leader humility, organizational agility, and marketing performance within Indonesia's micro and small enterprise (MSE) sector. **Methodology** Using a time-lag cross-sectional design, data were collected from 219 owner-employee dyads across Jakarta and West Java, representing food service, retail, and related sectors. Structural equation modeling (SEM) tested the hypothesized relationships. **Findings** Results confirm that (1) leader humility directly enhances organizational agility and marketing performance, (2) organizational agility positively affects marketing performance, and (3) agility mediates the humility-performance linkage. **Suggestion** These insights underscore humility's strategic value for MSE competitiveness in dynamic markets.

Keywords: Organizational agility; Leader humility; Marketing performance: MSEs; SEM

ABSTRAK

Tujuan Penelitian ini menyelidiki hubungan timbal balik antara kerendahan hati pemimpin, kelincahan organisasi, dan kinerja pemasaran dalam sektor usaha mikro dan kecil (UMK) di Indonesia. **Metodologi** Dengan menggunakan desain cross-sectional time-lag, data dikumpulkan dari 219 pasangan pemilik-karyawan di Jakarta dan Jawa Barat, yang mewakili sektor jasa makanan, ritel, dan sektor terkait. Pemodelan persamaan struktural (SEM) menguji hubungan yang dihipotesiskan. **Temuan** Hasil penelitian menegaskan bahwa (1) kerendahan hati pemimpin secara langsung meningkatkan kelincahan organisasi dan kinerja pemasaran, (2) kelincahan organisasi berdampak positif pada kinerja pemasaran, dan (3) kelincahan memediasi hubungan kerendahan hati-kinerja. **Saran** Wawasan ini menggarisbawahi nilai strategis kerendahan hati untuk daya saing UKM di pasar yang dinamis.

Kata kunci: Kelincahan organisasi; Kerendahan hati pemimpin; Kinerja pemasaran: UKM; SEM

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First publication right: Oikonomia: Jurnal Manajemen

How to cite

Hendryadi (2023). How does the owner's entrepreneurial orientation affect micro and small-size enterprises' marketing performance?: The role of organizational agility.

Oikonomia: Jurnal Manajemen, 19(2), 113-126.

<http://dx.doi.org/10.47313/oikonomia.v19i2.1817>