

# An Exploratory Study of the Effect of Entrepreneurial Marketing Orientation on Performance in the Context of Community Enterprises in Thailand

Subchat Untachai\*  
Phana Dullayaphut\*\*  
Jiraporn Junla\*\*\*  
Chanapha Bast\*\*\*\*

## Abstract

This study investigates the impact of entrepreneurial marketing orientation on the performance of community enterprises in Thailand. The purpose of this study is to examine the effect of entrepreneurial marketing orientation on the performance of community enterprises and determine the entrepreneurial marketing orientation among community enterprises in Thailand as a case study. To assess the performance of these community enterprises, including investigating the relationship between entrepreneurial marketing orientation and the performance of community enterprises and identifying the dimensions of entrepreneurial marketing orientation (EMO) that have the most significant impact on performance, data were collected from the micro-community enterprises (MCE) members with an initial list of 1,270 small and micro community enterprise (SMCEs) and were empirically compared to hypothetical data. Integration of market orientation (MO) in Narver and Slater's model encourages practitioners to embed entrepreneurial orientation (EO) and MO development plans. Structural equation modeling is done in the entrepreneurial marketing (EM) model. The findings indicated that the overall EMO has direct causal influences on consumers, including competition, coordination, risk-taking, autonomy, innovation, and proactive components. Competing models offer alternative confirmatory factor analysis explanations.

**Keywords:** Entrepreneurial Marketing Orientation; Customer Orientation; Micro Community Enterprise.

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\*Associate Professor, Faculty of Management Science, Thailand Udon Thani Rajabhat University.

\*\*Assistance Professor, Faculty of Management Science, Thailand Udon Thani Rajabhat University.

\*\*\*Faculty of Management Science, Thailand Udon Thani Rajabhat University.

\*\*\*\*Faculty of Management Science, Thailand Udon Thani Rajabhat University.

## Introduction

Entrepreneurial marketing orientation traditionally refers to the strategic direction of a business toward innovative organizations. The entrepreneurial marketing orientation can influence and improve the overall performance of community enterprises in the specific context of Thailand. Thailand's community enterprises have made significant progress in realizing the self-sufficiency philosophy. This is an economic philosophy based not only on sufficiency, immunity to economic upheaval, and rationale but also on intelligence and moral constructs. Community businesses encounter various challenges in effectively running their enterprises. For instance, entrepreneurial orientation, penetrable capability, and cooperating networks have direct effects on marketing performance by acting as partial mediating variables. Internal Management Issues: The failure of past sugarcane community enterprises has often been attributed to a lack of sustainable management. This includes weaknesses such as members misusing investment capital for unintended purposes and not producing enough sugarcane to meet quota demands, leading to overdue debt repayments. Financial Support and Interest Rates: Increasing interest rates for credit by financial institutions and less advantageous terms for production investment have created uneasiness and distrust among members towards the committee management. This financial strain makes it difficult for community enterprises to access lower interest rates for capital investment and generate additional revenues. Competition: The increasing number of new sugarcane collectors poses a threat through increased competition, making it challenging for community enterprises to maintain their market share and profitability. Lack of Information: A significant barrier to the formation and success of sugarcane community enterprises is the lack of information, which inhibits their development and discourages farmers from joining.

On the other hand, Utaranakorn and Kiatmanaroach (2021) pointed out that market orientation also influences marketing performance and organizational performance in mediating this relationship as well. Then, entrepreneurial orientation affects firm performance through modest strategies and knowledge processes, even in Thailand, as has been studied in the next section. Marketing and entrepreneurship must overcome these obstacles. Entrepreneurial marketing orientation (EMO) is imperative to develop marketing and is sharply distinguished by various perspectives and concomitant and not vibrant. Thus, EMO is important to examine which are interrelated and to explore the expansions and relationships as shown in Alqahtani et al. (2022). They suggested that EM measurements provide generalized findings. They discussed how EM should emerge with the practice of firm conditions in any uncertainty and occur as an alternative to managing the diminishing efficiency associated with current marketing (Morgan & Anokhin, 2020).

Nevertheless, EM is a distinct marketing thought that is progressively prominent from multiple perspectives. It would be more investigative and interesting to study entrepreneurial marketing and explore an optimal grade. It remains premeditated or nascent and remains absent of overarching performance metrics or amalgamations that are capable of fabricating all-pervading determinations. A consensus among academics has exhibited that EM appears internally related to the proceedings of designated organizations functioning within an ambiguous environment. Additionally, the organizational entity prevails regardless of fluctuations concerning measurable efficacy inherent within the old-style marketing. Recently, Arabeche et al. (2022) pointed out that further research should delve deeper into understanding

the individual components of entrepreneurial marketing orientation, specifically customer orientation, market orientation, and innovative orientation, within the context of small and micro community enterprise (SMCEs). This suggestion highlights a significant research gap: Unpacking EMO's components: While EMO is often studied as a single construct, examining the individual and combined effects of its core components (customer orientation, market orientation, and innovative orientation) on SME performance is crucial.

Consequently, contained herein, our academic cadre examines and contemplates the configuration of EMO related to organizational entity productivity within micro-community enterprises (MCE) in Thailand (Department of Agricultural Extension, 2020). This integration of market orientation (MO) in Narver and Slater's model encourages practitioners to embed entrepreneurial orientation (EO) and MO development plans. Structural equation modeling is estimated in the EM model. While research has existed on marketing orientation and performance, there's still some gap in understanding how it applies to community enterprises in Thailand and other countries.

Therefore, the main purpose of this study is to examine the effect of entrepreneurial marketing orientation on the performance of community enterprises in Thailand. To determine the entrepreneurial marketing orientation among community enterprises in Thailand as a case study. To assess the performance of these community enterprises, including investigating the relationship between entrepreneurial marketing orientation and the performance of community enterprises and identifying the dimensions of EMO that have the most significant impact on performance. Lastly, we provide insights, recommendations, and directions for future research for community enterprises to adopt entrepreneurial marketing strategies and practices to improve performance and competitiveness.

## Literature Review

### Theoretical Framework and Hypotheses Formulation

#### Entrepreneurial Marketing (EM)

EM has emerged as an area between conventional marketing in established corporations and more in smaller, emerging organizations. EM is not a predefined management approach. It addresses several issues simultaneously, such as opportunity, innovation, uncertainty, and resource constraints, among others. It is a marketing strategy for small firms that can grow in an entrepreneurial manner. Researchers have acknowledged that EM is a distinct type of marketing. Scholars acknowledge that even though EM has become better understood, many questions still need to be resolved. Researchers have identified three potential areas inside companies from which EM ideas may emerge, as presented in Crick (2019). For instance, while vertical EM remains focused forward through the ambition of executive leadership, parallel EM includes the possibility driven by the existing behavioral philosophy of the designated organizational entity, as presented in Morgan and Anokhin (2020). Moreover, EM could be classified as an ephemeral spectacle. It has also been suggested that EM can be classified into four approaches. The combination of EO and MO are components: integration of marketing and entrepreneurship, innovative ways of traditional marketing (the 4Ps; product, price, place, and promotion), and company life cycle. Seven EM axes have been defined: proactive orientation, opportunity-driven, customer-intensity, innovation-focused, risk management,

resource leveraging, and value generation. Risk is a characteristic that needs to be considered while developing an all-encompassing EM framework. Entrepreneurs who understand how to take measured risks and advertise their company in a way that decreases uncertainty will be better able to manage risk, which will lessen their company's vulnerability and increase its chances of success. Along with proactive and innovation-focused orientation, risk mitigation remains a vital concern, considering how frequently they are discussed in the literature. In our synthesized EM framework, we also included proactive orientation, innovation, risk, and autonomy components in relation to EO. We propose that EM not only be integrated with MO but also with an entrepreneurial orientation.

### **Market Orientation (MO)**

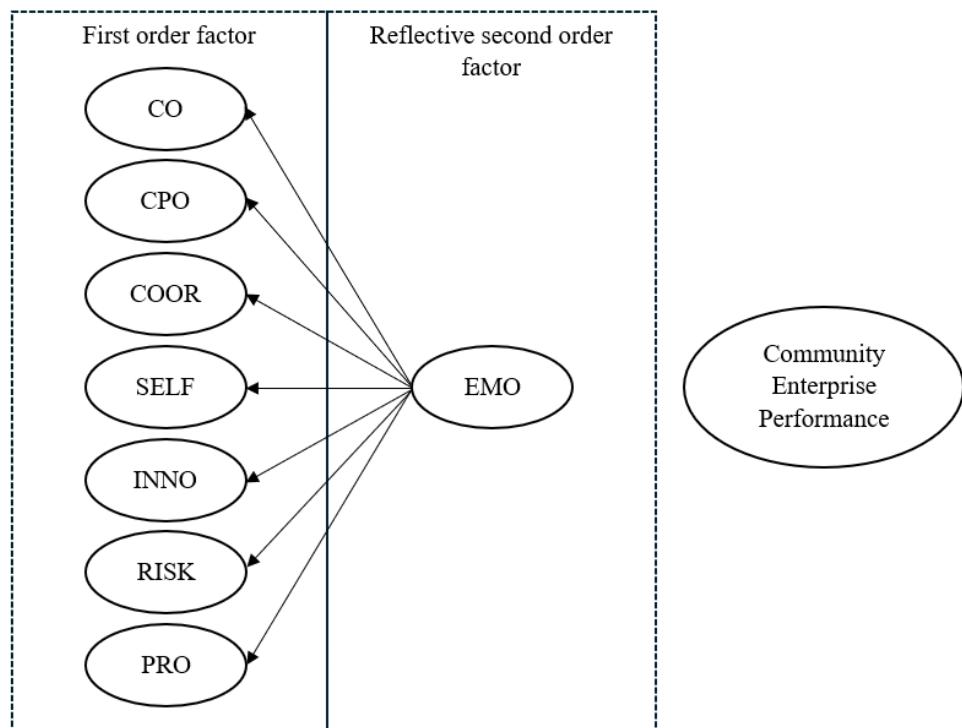
Literature evaluations have embraced marketing orientation as the cornerstone of organizational performance. This understanding of marketing continues to be a distinct, workable theory that focuses on various customers inside the core of an organization's ongoing functional operation. Three pillars make up such plans: target attainment, integrated marketing, and a customer mindset. The concepts are drawn from a philosophical inquiry that prioritizes capital accumulation and a combination of tactics to be applied by various organizational units. Furthermore, the implementation of promotional tactics is considered a universal requirement for business success. Whereas, Liu et al. (2017) claimed a correlation between innovation, market orientation, and proactive entrepreneurial behavior is also important. Then, Crick (2019) suggested that MO is a marketing perception and an organization-wide creation of customer value. Additionally, an organization should emphasize information processing so that all managers and employees can cooperate and facilitate great customer value compared with their business competitors.

### **Entrepreneurial Orientation (EO)**

EO is capable of implementing projects to achieve feasible, desired outcomes, and accomplish workable business practices, as demonstrated by Santos et al. (2020). One area of corporate management that lends itself to creativity, initiative, and risk-taking is EO. The initial concept of EO is credited to Miller (1983), who described EO as innovative, proactive, business conduct marked by creativity and risk-taking. This perspective defines EO as a strategic approach that enables companies to make new contributions to the market. EO can be considered a strategic position that allows businesses to introduce novel marketplace contributions, exemplified by risk strategies for validating pioneering products, amenities, or marketplaces that thereby achieve higher productivity than organizational or industrial competitors. Additional factors that are sometimes associated with EO include independence and tenacity. According to Basco et al. (2020), innovation is characterized by creative advances, innovation, and investigation. A proactive market anticipates needs and wants while taking advantage of them by introducing new products and services. Furthermore, Hernandez-Perlines et al. (2021) demonstrate that innovative productivity enables specific organizational units to be first in making use of early pioneering concepts. Such organizations demonstrate a high-risk tolerance, where they engage in ventures that are considered daring and require a considerable amount of capital investment without firm guarantees of future profits, rewards, or success. The EO has emphasized many traits, including inclination toward risk-taking, productivity, competitiveness, and independence (Galvão et al., 2018; Luu & Ngo, 2019; Rodrigo-Alarcon et al., 2018; Santos et al., 2020). They determined that the primary factor that

builds strong enterprises is innovation. The ability to explore new and unknown business ideas is the essence of being innovative. Put differently, programs that foster original ideas, experiments, and creative advances also promote the ongoing, iterative development of new products, services, and technological tools. As demonstrated by Rodrigo-Alarcon et al. (2018) productivity, can be defined as an entity's capacity to anticipate and mitigate emerging challenges and their inherent business requirements. Autonomous entrepreneurs act in response to market demands for their products, developing new ideas and using aggressive tactics to impede the growth of competing organizational entities (Luu & Ngo, 2019; Rodrigo-Alarcon et al., 2018). Competitive aggressiveness is the degree to which one strives to outperform and compete with competitors. It suggests a state of preparation to take a strong, aggressive stance and engage competitors. Risk-taking is linked to the desire to embrace ambiguity (Rodrigo-Alarcon et al., 2018). Moreover, entrepreneurial organizations are motivated to find favorable conditions even in the face of high uncertainty about the prospects of future success and their operational difficulties. Independence, as shown by Luu and Ngo (2019), denotes an entrepreneurial organization's capacity for self-reliance when facing its future. Three aspects of entrepreneurial predisposition are inventiveness, risk-taking, and proactiveness. The current effort is centered on EO following Miller (1983). Accordingly, Basco et al. (2020) claim that EOs innovate, take initiative, and take calculated risks. These claims are supported by Hernandez-Perlines and colleagues (2021) as well as Basco et al. (2020). Many researchers have proposed that for an EO to reach a higher level of multifactor integration, many iterations, preadaptation, and risk acceptance are required, as outlined by Hernandez-Perlines et al. (2021).

### Conceptual Framework and Hypotheses Development



**Figure 1: The reflective first-order, reflective second-order EMO Model hypotheses development.**

Building on the complementary aspects in EM, MO, and EO research, EM should be used as a valuable tool to help community enterprises (CEs) improve their exploratory and exploitative efforts. The literature (e.g., Alqahtani et al., 2022; Ferreira & Robertson, 2020; Montiel-Campos, 2018) hypothesizes that the significance of interrelationships between MO and EO is the strength that it brings to small and medium-sized enterprises (SMEs) and small firms. Adopting EO, with its innovative quality, enhances MO capability to function as an exploratory entity that stimulates entrepreneurial activity in CEs. The attention to how EO might reveal economic possibility to CE's, encouraging initial investments in MO knowledge resources (Crick, 2019). In EO, which have dynamic competency derived from market data (from an MO), CEs can effectively create operations needed for their business activities. Here, the earlier scholars present a model they use to measure and assess data. There is still a need for superior conceptual paradigms that demonstrate how higher-order modeling might be applied to address some common issues in empirical research. The researcher of the current study used metrics relating to micro-community enterprises. According to Alqahtani et al. (2022), Crick (2019), Ferreira and Robertson (2020), EMO also includes customer orientation, competitor orientation, coordination, innovation, proactivity, risk-taking, and autonomy dimensions. As aforementioned, the conceptual framework has been proposed in Figure1.

Inter-functional coordination, competition orientation, and customer orientation are an MO's three constructs. Taking risks, as well as being creative and proactive, are elements of EO. Integrated MO and EO encompass two of the seven components of entrepreneurial market orientation, according to Eggers et al. (2020). Therefore, the ensuing theory is:

*H1: The entrepreneurial marketing orientation is a second-order construct that is composed of customer orientation, competitor orientation, organizational coordination, innovation, risk-taking, proactiveness, and autonomy components.*

After doing a thorough analysis of the literature on EM, Yadav and Bansal (2021) discovered that EM is comprised of five dimensions or components. The dimensions and components of EMO have an impact on the performance of firms. Academics from different disciplines examined how EO and MO were done in connection with administrative execution. Additionally, the aforementioned researchers presented empirical evidence and a summary of the necessary EO and MO requirements, which revealed positive correlations associated with productivity. In contrast, EM has been shown to improve firm performance, according to Lopes et al. (2021). EO and MO, two EM dimensions, had an impact on company expansion. Recent research in this field examined the impact of EM characteristics on United States SME organizational performance (Alqhatani et al., 2022). Our second hypothesis is:

*H2: There is a direct effect of EMO on SMCE performance.*

## Research Methodology

### Sampling and Data Collection

This study examines the elements that make an EMO as well as how EMOs affect SMCE performance in Thailand. SMCEs in the provinces of Udon Thani, Nong Bua Lamphu,

Nong Khai, and Bueng Kan, Thailand, were the sample (Department of Agricultural Extension; Community Enterprise Promotion Division, 2020) with an initial list of 1,270 SMCEs. A sample size of 450, which was 10 times the number of free parameters estimated for the computational modeling of structural equations. Data was gathered using self-administered questionnaires. A five-point Likert scale was employed to gauge participant thoughts about entrepreneurial marketing orientation, with responses ranging from strongly disagree to strongly agree. We employed 450 surveys that were delivered to SMCE members between November 2020 and February 2021; 398 responses were obtained, yielding an 88 percent response rate. 0.398 valid questionnaire responses were examined using statistical package for the social sciences (SPSS), and structural equation modeling was done using structural equation modeling (AMOS), after incomplete surveys were discarded.

### **Instrument development**

The scales for EO dimensions were developed using the EO, MO, and EMO measurements adopted from literature reviews (Eggers et al., 2020; Xu et al., 2018). The MO scale was changed by asking the SMCE leaders for their opinions. The questionnaires employed a five-point Likert scale, with 1 representing "strongly disagree" and 5 representing "strongly agree." The midpoint of the scale, 3, indicated "neither agree nor disagree." We reviewed the tests after consultation with two marketing experts; 21 elements were kept and modified to reduce ambiguity, while others were eliminated for clarity.

### **Reliability and Validity**

We examined the answers using extracted factors. Bartlett's test of sphericity was significant, and the Kaiser-Meyer-Olkin measure of sampling adequacy was 0.858. These results suggest that our factor analysis may be appropriate for sampling and data collection. An analysis of components was carried out. Following varimax rotation, seven features with a magnitude larger than 1 were retrieved. Every factor loading has a value higher than 0.5. With the use of Cronbach's alpha and composite reliability, the degree of consistency between the various measurement items of each construct was evaluated. Our constructs are trustworthy, as shown by Cronbach's alpha tests and composite reliability testing, which passed with a consensus score of 0.7. In evaluating the variance of the common method, the Harman one-factor method revealed that the first factor explained roughly 40.95% of the variance, which is less than the recommended 0.50. This is because the data can benefit from a factor analysis, as evidenced by the significant results of Bartlett's test of sphericity and the 0.858 Kaiser-Meyer-Olkin measure of sampling adequacy. A loading larger than 0.50 is provided by nearly all indicators of the seven components with eigenvalues greater than 1. As a result, the measurement dependability is adequate. Through the use of composite reliability testing and Cronbach's testing, the degree of consistency between the various measuring items was evaluated. A minimal limit of 0.7 was shown by all Cronbach's alpha and composite reliability test values. The model's discriminant validity was demonstrated by average variance extraction (AVE) values that were higher than an acceptable threshold of 0.50 (Table 1).

**Table 1: Confirmatory Factor Analysis of the EM Model**

EM construct	Items	Factor Loadings	t-values	CR	AVE	Alpha
Customer orientation	A1: collecting market information disseminating customer information across the firm	0.601 0.763	- 9.185	0.80	0.583	0.71
	A2: coordinating among firm functions	0.657	8.337			
Competitive orientation	B1: target opportunities for competitive advantage	0.753	-	0.776	0.612	0.54
	B2: top management discusses competitors' strategies	0.645	10.762			
Coordination	B3: sharing competitive information within an organization	-0.033 <sup>a</sup>	-0.536			
	C1: information shared among functions	0.753	-	0.757	0.649	0.84
	C2: functional integration of strategy	0.768	13.098			
	C3: cooperation to deliver customer value	-0.115 <sup>a</sup>	-1.840			
	D1: you make decisions	0.647	-	0.791	0.559	0.64
	D2: other than you make decisions	0.656	9.513			
Autonomy	D3: having know-how	0.611	9.028			
	Ee1: creating new products or services in the past five years	0.691	-	0.76	0.623	0.80
	Ee2: changing your products or services in the past five years	0.680	10.471			
Innovation	Ee3: changing operations by innovation to improve productivity	-0.012 <sup>a</sup>	-0.196			
	F1: risk-taking attitude	0.794	-	0.82	0.622	0.75
	F2: decision-making in the condition of uncertainty	0.639	10.838			
	F3: risk-taking investment	0.691	11.924			
Proactivity	G1: action for the product copied	0.753	-	0.82	0.604	0.75
	G2: identifying or creating opportunities	0.738	12.376			
	G3: creating marketing promotion	0.645	10.691			

**Note:** a= a negative factor loading suggests an inverse relationship between the Competitive Orientation, Coordination and Innovation factors with their observed variables.

## Research Findings

We employed confirmatory factor analysis (CFA) with the maximum likelihood estimation method by using AMOS to test our EM model. Indicators for the analysis at the aggregate level were limited to the first-order dimensions of higher-order customer orientation, competitor orientation, organizational coordination, autonomy, innovation, risk-taking, and proactiveness. The Chi-square value was 320.832, the  $df$  value was 185, the  $\chi^2/df$  value was 1.734, the comparative fit index (CFI) value was 0.944, the TLI value was 0.95, the Standardized Root Mean Square Residual (SRMR) value was 0.042, and the Root Mean Square Error of Approximation (RMSEA) value was 0.05. Consequently, it is shown the data were empirically fitted by the model.

### Testing Alternative CFA Models

To further examine the utility of our EM model, Chi-square testing was used to compare the reconstructed four alternative models with those of other researchers. Miller (1983) as showed the joint method of agreement and difference for cause identification and the alternative analysis are conceptually similar.

In Figure 3(A), Model 1 is a reflective first-order factor analysis with 21 indicators. A value of 1.855 was the Chi-square for each degree of freedom. Moreover, the Table 2 goodness-of-fit indices were also adequate. Model 1 therefore well fits the data. According to Figure 3(B), Model 2 proposes seven uncorrelated latent variables that are connected to corresponding 21 observable variables. According to Table 2, none of the model fit indices were acceptable. Model 2 could not fit the data. As seen in Figure 3(C), Model 3 is a seven-first-order factor-correlated CFA. All of the indexes were highly appropriate and met the requirements (Table 2). Model 3 shows a quantity model specification in the functional relationships of first-order factors. As seen in Figure 3(D), Model 4 shows a second-order factor that is associated with seven first-order factors, each of which is related to the corresponding observed variables. The initial elements are regarded as dependent variables in the context of higher-order modeling. The indices of goodness-of-fit were deemed satisfactory (Table 2).

The Chi-square difference test is used to compare the different models and the results are presented in Table 2. Compared to the theoretical model, Model 2 yielded lower fit indices and a substantially larger Chi-square value of 1708.056 (Model 4) at a gain of 308.322 with 185 degrees of freedom ( $p < 0.001$ ). Some studies did, however, achieve appropriate indices and much higher Chi-square values ( $p < 0.001$ ). We can infer information about our theoretical model from further comparisons.

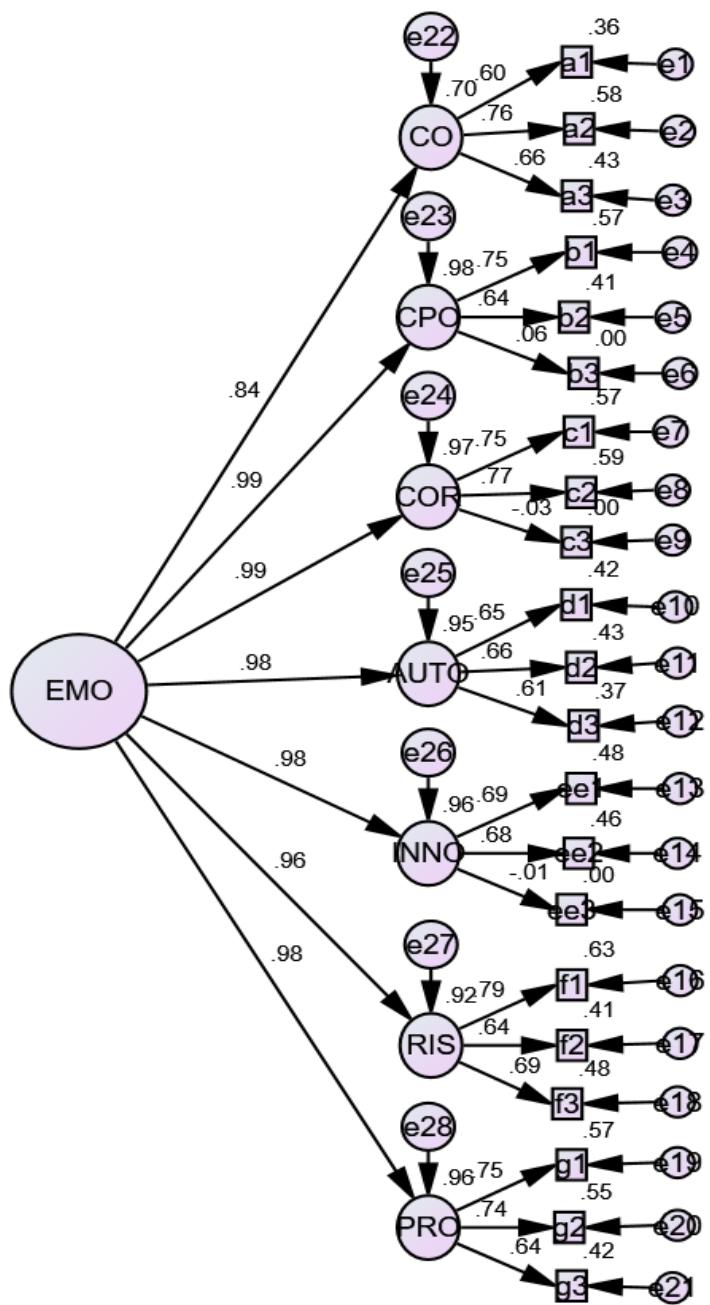


Figure 2: Estimates of EM's Second-order-factor Model

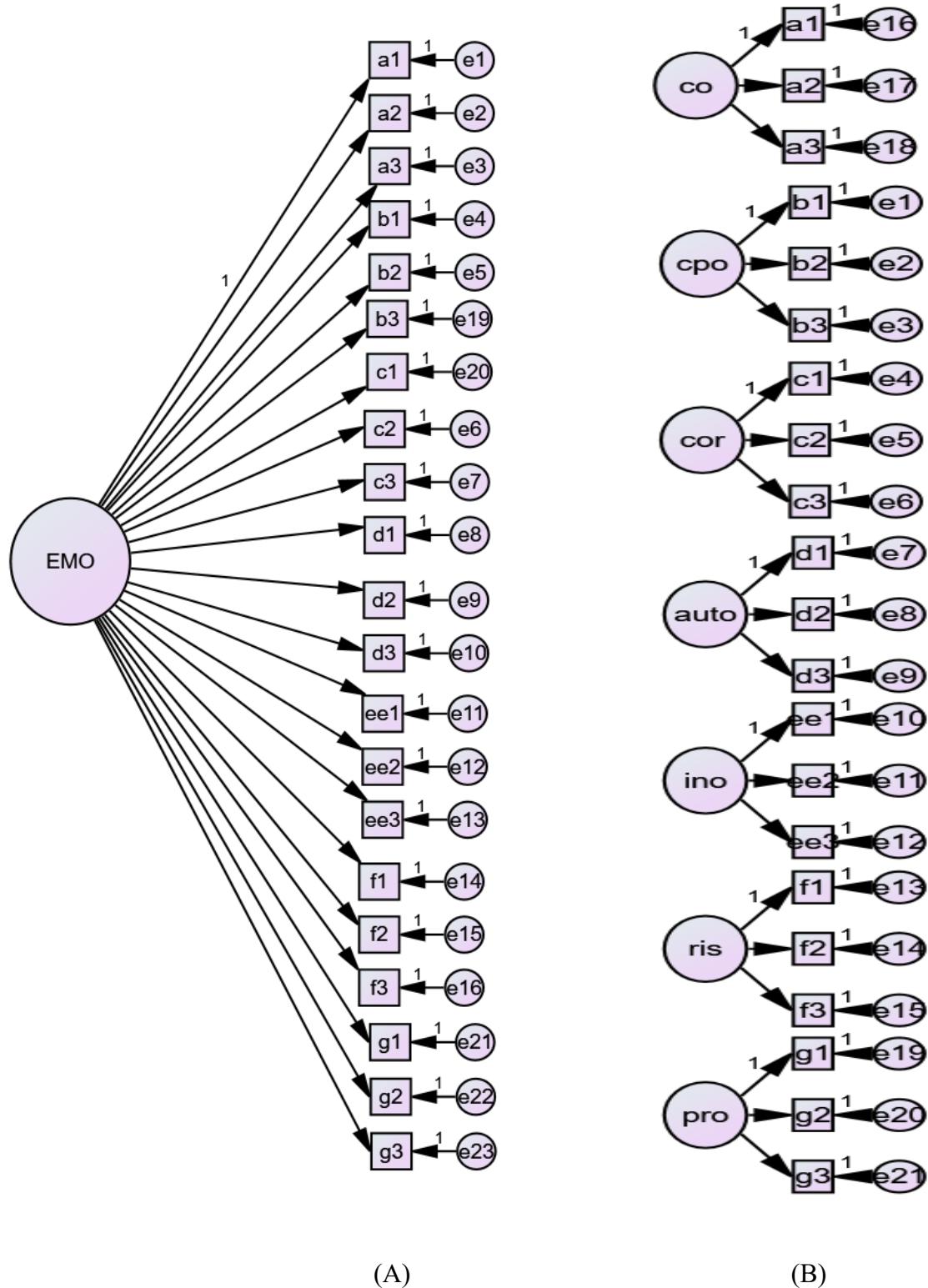


Figure 3: Alternative EM CFA Measurement Models

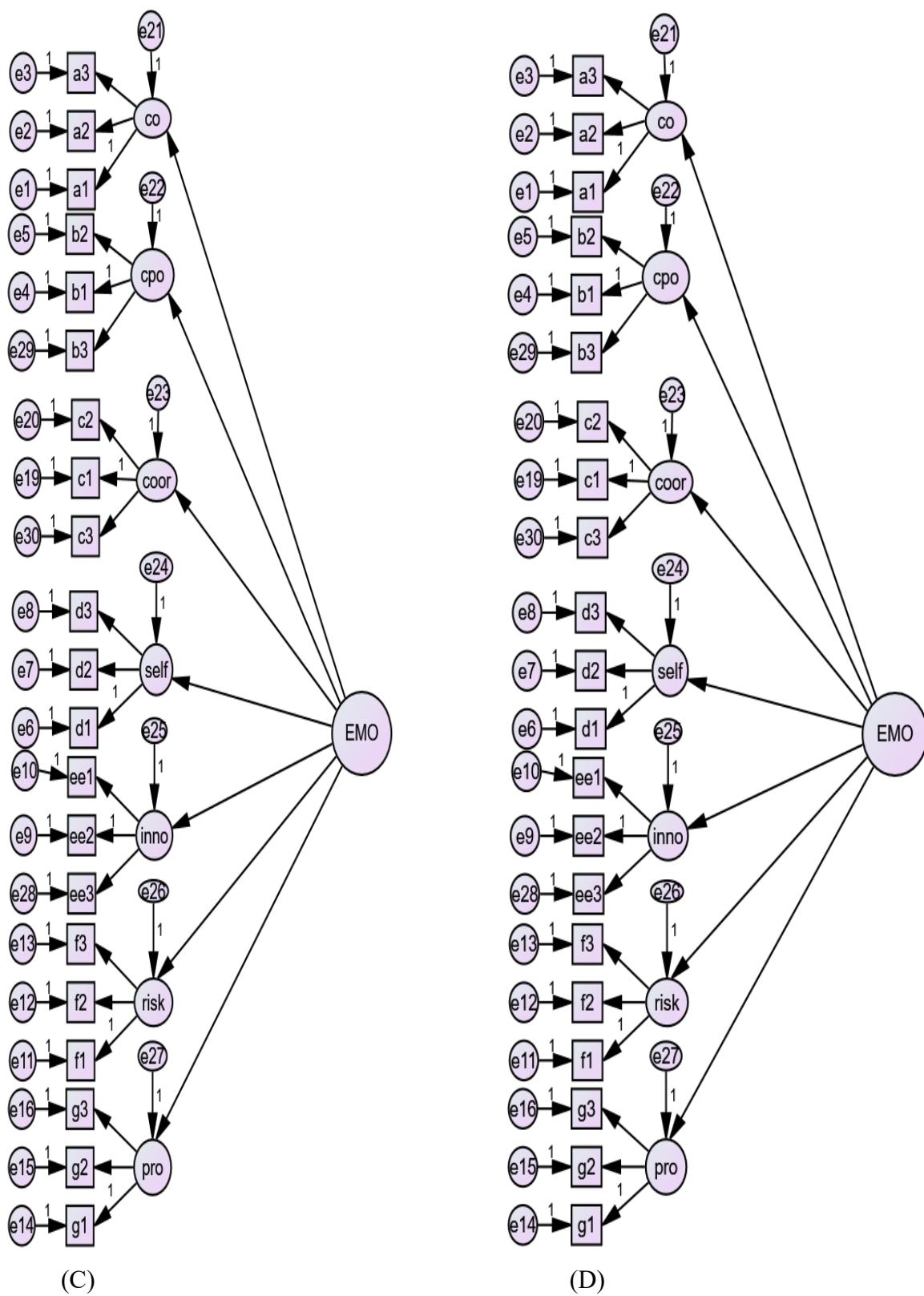


Figure 3: Alternative EM CFA Measurement Models (Cont.)

## Hypothesis Testing

EM measurement involved a factor analysis of the second order (see Figure 4). EM consists of seven components, as this figure illustrates. Customer orientation ( $\gamma_1 = 0.84$ ,  $t = 6.24$ ), competitiveness ( $\gamma_2 = 0.99$ ,  $t = 15.54$ ), coordination ( $\gamma_3 = 0.99$ ,  $t = 6.53$ ), autonomy ( $\gamma_4 = 0.98$ ,  $t = 10.36$ ), innovation ( $\gamma_5 = 0.98$ ,  $t = 10.36$ ), risk-taking ( $\gamma_6 = 0.96$ ,  $t = 10.36$ ) and proactiveness ( $\gamma_7 = 0.98$ ,  $t = 13.20$ ) were among the significant underlying influences on EM. As a result, the hypothesis H2 is validated. We used AMOS to test and evaluate H2. Since the goodness-of-fit indices were acceptable, the model could fit the data. The results showed that the SRMR= 0.057, and the RMSEA=.06. As a result, the model and data have been empirically fitted. The EMO had a statistically significant impact on CEs' performance ( $\beta_1 = 0.82$ ,  $t = 7.99$ ). Therefore, the H2 was supported. We accept hypothesis H2: The performance of CEs is impacted by EMO.

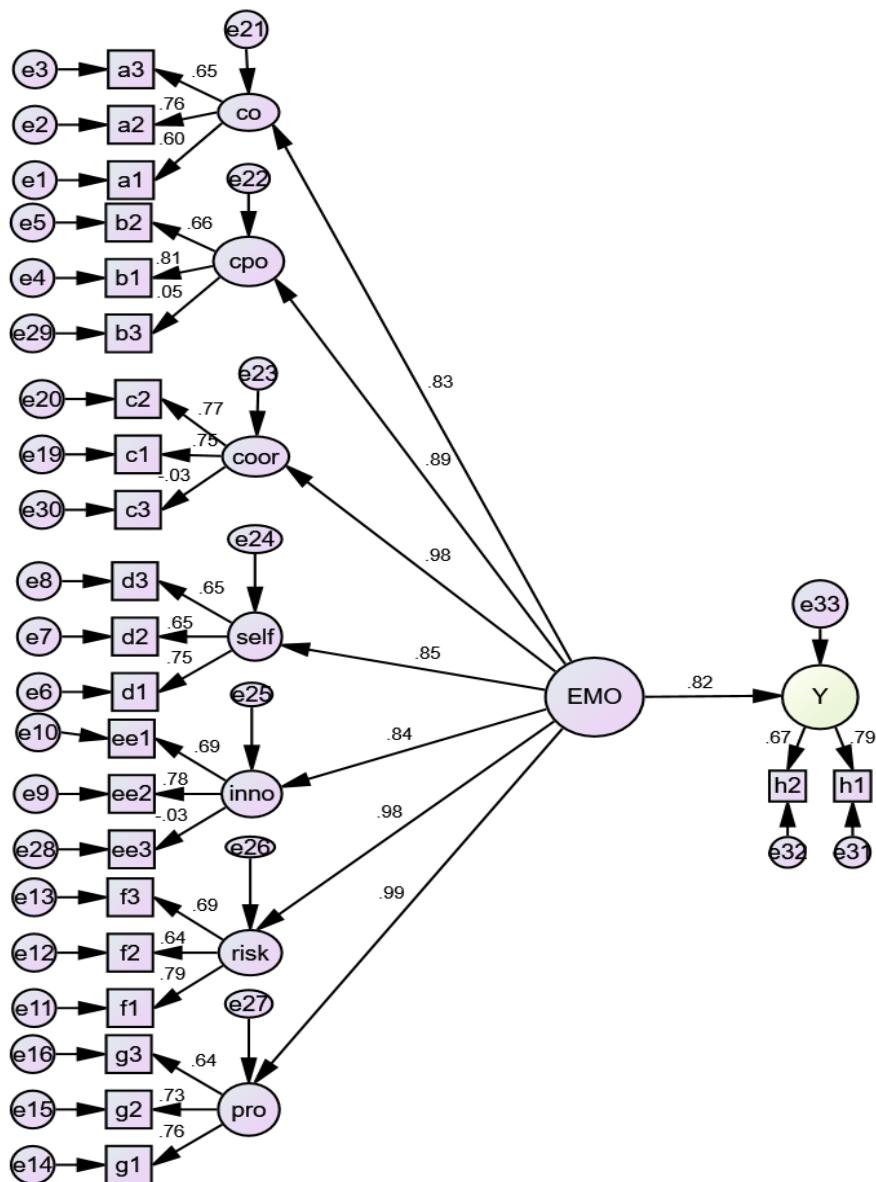


Figure 4: Estimated EMO performance Model

**Table 2: Goodness-of-Fit Indices for alternative measurement model structure**

Measurement models	Goodness-of-fit for alternative measurement model structure								
	$\chi^2(df)$	$\chi^2/df$	NFI	CFI	SRMR	GFI	AGFI	RMSEA	$\Delta\chi^2(\Delta df)$
<b>Model 1</b> One first-order factor	350.676 (189)	1.855	0.866	0.933	0.047	0.888	0.864	0.055	
<b>Model 2:</b> Seven first-order factors uncorrelated	1708.056(189)	9.037		0.370	0.347	0.513	0.405	0.170	
<b>Model 3:</b> Seven first-order factors correlated	376.255(169)	2.226	0.859	0.914	0.168	0.899	0.862	0.066	1321.801(20) <sup>a</sup>
<b>Model 4:</b> Seven first-order factors One second-order factor	308.322 (185)	1.667	0.900	0.949	0.042	0.903	0.879	0.049	1399.000(4) <sup>b</sup>

Notes: a = the difference values of Chi-Square and DF between Model 2 and Model 3; b = the difference values of Chi-Square and DF between Model 2 and Model 4

## Discussion

Seven elements, customer, competition, organizational coordination, autonomy, innovation, risk-taking, and proactiveness, are all included in the EM concept of CEs in Thailand. The results of the current research align with the findings of Aqahtani and Uslay (2020), who investigated integration of marketing and entrepreneurship as a workable approach for SMEs, and their presumptions on appealing business partnerships and marketing. By dissecting these IE-EMS-EE-Gender-BP linkages and conditional economies, accessible modern tactical entrepreneurship is empirically promoted. Further findings are consistent important points in seven dimensions: taking risks, focusing on clients, being inventive, being proactive, and leveraging resources. These findings are comparable to those of Bachmann et al. (2021), who laid the foundation for traditional marketing, as well as Yadav and Bansal (2021). Entrepreneurial, Marketing, Innovation, Customer, and Orientation (EMICO) are the four concepts. According to Eggers et al. (2020), there was an interaction between entrepreneurial activity and the combination of market orientation and performance. Although Dzogbenku and Keelson (2019) reasoned that customer orientation, entrepreneurial achievement, orientation, entrepreneurial achievement, intelligence generation, and entrepreneurial accomplishment, information dissemination, and entrepreneurial achievement, as used in Crick (2019), should be included in relating the five dimensions of market orientation and entrepreneurial success. These results are in agreement with Hernandez-Perlines et al. (2021) and Basco et al. (2020), who proposed that the three most important components of EO should be innovation, proactivity, and proprietorship. According to Crick et al. (2021), EO is comprised of three components, proactivity, risk-taking, and autonomy. Furthermore, within 15 items, innovation can provide measurements of product, facility innovation, and legislative. Sustainability and market expansion are largely influenced by a company's innovation and proactiveness.

### Theoretical Contributions

The seven components of EM in CEs studied in Thailand are customer orientation, competitor orientation, organizational coordination, autonomy, innovation, risk-taking, and proactiveness. CE members evaluated EM on seven dimensions in the second-order factor structure for EM as well. All dimensions have a common meaning, *i.e.*, EM has a higher-order element that induces captures. The outcomes corroborated the findings of Kubberød et al. (2019), who claimed that EM includes the 4Ps: person, purpose, process, and behavior in the EM mix.

### Managerial Implications

The following EM components should be integrated into Thailand's SMCEs: innovation, risk-taking, proactivity, organizational coordination, and customer and competitor orientation. This enables SMCE business owners to play a key role in the rapid socialization of society as well as the advancement of the economy. Combined with entrepreneurship, marketing can speed the generation of wealth and jobs for communities or national development, especially in unindustrialized nations where underdevelopment is widespread. Using marketing strategies, business owners may become vehicles for rapid socioeconomic change.

## Conclusion

In this study, a set of seven EM dimensions was tested using the factor model. The theory has been largely confirmed; EM directly affects the components of customer orientation, competitor orientation, organizational coordination, autonomy, innovation, taking risks, and proactiveness. In emerging economies where poverty and underdevelopment are common, integrating marketing with entrepreneurial endeavors can help local business owners grow and generate jobs for local communities or aid in their country's development.

## Limitations and Directions of Future Research

The limitations on SME owners and administrators Investors pay attention to the marketing philosophies of superintendents and owners of SMCEs in emerging markets (EMs), which have a big impact on their private businesses. This verifies theoretical model explanations of how pragmatic marketing and an entrepreneurial mindset support the success of SMEs. Marketing and entrepreneurial researchers should consider seven factors to further analyze the nature of EMO performance. Even though CFA can be beneficial for validating measurement models, such as constructing validity, testing the factors, handling the multidimensions, and establishing the measurement invariance as presented in Basco et al. (2020), it has some limitations, such as a sample size requirement, a unique context of community enterprises in Thailand, or some strict assumptions, as mentioned in Hermandaz-Perlines et al. (2021). Moreover, the researchers often combine CFA with other techniques, such as EFA and qualitative methods, to advance a deep understanding of the construct and its dimensions in a specific context. Future research will also include family businesses. Last, future research may further examine connections between entrepreneurial orientation and commercial performance in business growth, as well as analyze the impacts COVID-19 pandemic on EM and firm performance.

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## Conflicts of interest

Conflicts of interest: The authors declare no conflict of interest that could have influenced the research question, experimental design, data collection and interpretation or the conclusion of the current study.

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