

## Strategies to Improve Marketing Performance of Small and Medium Laundry Businesses in Riau Province Indonesia through Innovation and Religiosity Approaches

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### ABSTRACT

This study, entitled “Strategies for Improving the Marketing Performance of Small and Medium-Sized Laundry Enterprises in Riau Province through Innovation and Religiosity Approaches”, aims to develop a marketing performance model based on the Resource-Based View (RBV) and Market-Based View (MBV) theories. The research seeks to provide both theoretical contributions and practical implications for enhancing the competitiveness of small and medium-sized enterprises (SMEs) in the laundry service sector. A quantitative research method was employed, using Structural Equation Modeling – Partial Least Squares (SEM-PLS) as the analytical tool. The study involved 356 laundry SME owners in Riau Province as respondents, selected due to the region’s highly competitive and rapidly evolving laundry industry. The findings reveal that entrepreneurial orientation, network capability, and religiosity significantly influence marketing performance. These results highlight that internal factors, such as entrepreneurial drive and religious values, as well as external factors, such as the ability to build business networks, are key determinants of successful marketing performance. Furthermore, innovation is confirmed as a mediating variable that strengthens the relationships between entrepreneurial orientation, network capability, religiosity, and marketing performance. In other words, these variables not only exert direct influence but also become more effective when integrated through innovation-driven strategies. This research contributes theoretically by extending the application of RBV and MBV theories to the context of service-oriented SMEs, while also emphasizing the importance of religiosity as a managerial and strategic dimension in marketing. From a practical perspective, the study suggests that laundry SMEs in Riau should enhance their innovation orientation in services, expand business networks, and integrate religious values into their operations and marketing strategies. By doing so, they can improve marketing performance, strengthen customer loyalty, and build sustainable competitive advantages in an increasingly dynamic market environment.

**Keywords:** Entrepreneurial Orientation, Network Capability, Religiosity, Innovation, Marketing Performance, SEM-PLS, Resource-Based View (RBV), Market-Based View (MBV)

### INTRODUCTION

In the context of the Indonesian economy, micro, small, and medium enterprises (MSMEs) play a strategic role that cannot be overlooked. According to data from the Ministry of Cooperatives and SMEs, more than 99%

of business entities in Indonesia are classified as MSMEs, employing approximately 97% of the workforce and contributing over 60% to the national Gross Domestic Product (GDP). This indicates that MSMEs are not only quantitatively dominant but also qualitatively significant in strengthening national economic resilience. One sector of MSMEs that makes an important contribution to daily life services is small- and medium-scale laundry businesses.

In Riau Province, particularly in major cities such as Pekanbaru, laundry businesses have become one of the more attractive entrepreneurial options for MSME actors. This is driven by the relatively simple business model, lower capital requirements compared to other sectors, and a broad potential market that includes students, workers, and households. The increasing development of vertical housing, such as apartments and boarding houses, has further expanded the consumer base and strengthened the prospects of efficient and professional laundry services.

Nevertheless, small and medium scale laundry businesses in Riau continue to face various challenges. Common obstacles include limited capital, intensifying competition, restricted access to technology and training, and weaknesses in managerial capacity. Moreover, suboptimal marketing strategies and low service differentiation have constrained their competitiveness. Compared to national laundry industry trends, a significant gap remains, suggesting the need for adaptive and innovative strategies to enhance the sector's contribution to the regional economy.

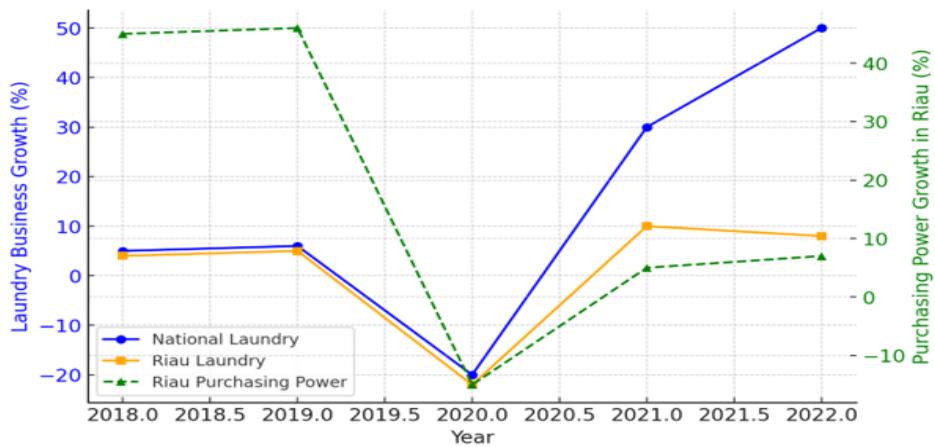


Figure 1. Comparison of Laundry Business and Purchasing Power in Riau 2018-2022.

Figure 1 shows at the national level, the laundry services industry demonstrated positive growth trends prior to the COVID-19 pandemic. However, in 2020 the sector experienced a contraction of -20%. This downturn was followed by a notable recovery, with growth reaching +30% in 2021 and +50% in 2022. The recovery was largely driven by the adoption of digital service innovations, the implementation of pick-up and delivery models, and increased community mobility in the post-pandemic period. Nonetheless, these growth dynamics were not fully reflected in Riau Province. During the pandemic, laundry businesses in this region experienced a sharper contraction of -25% in 2020 and only achieved limited recovery in 2021 (+10%) and 2022 (+8%). This slower rebound was attributed to several factors, including the incomplete recovery of household purchasing power, low adoption rates of online laundry services, and heavy dependence on market segments severely affected by the pandemic, such as offices, campuses, and hotels.

This situation stands in contrast to the demographic trends in Riau. According to the Central Statistics Agency (2023), the province recorded an annual population growth rate of around 1.5% over the past three years. Theoretically, population growth should be associated with increasing demand for various service sectors, including small- and medium-scale laundry services. This assumption rests on the notion that population expansion typically leads to higher demand for services that support everyday activities. Alongside shifts in urban lifestyles that emphasize time efficiency and convenience, laundry services are becoming increasingly relevant and strategic.

Despite their strategic role, MSMEs continue to face fundamental limitations, particularly regarding resources, market access, and innovation capacity. Therefore, it is essential to examine the key factors that may influence MSME marketing performance, such as entrepreneurial orientation, network capability, religiosity, and innovation. Employing the theoretical frameworks of the Resource-Based View (RBV) and Market-Based View (MBV), this study aims to provide a more comprehensive understanding of how these constructs interact to influence the competitiveness and sustainability of MSMEs within Indonesia's business landscape.

## RESEARCH GAP AND NOVELTY

In the existing body of literature, small and medium-sized enterprises (SMEs) have frequently been examined through the lenses of innovation, entrepreneurial orientation, and performance outcomes (Covin & Wales, 2019; Rauch et al., 2009). However, several research gaps remain evident. First, most prior studies have concentrated on large firms or high-technology start-ups in developed countries, while empirical investigations of SMEs in developing economies such as Indonesia are still relatively limited. Second, although entrepreneurial orientation (EO) and innovation are widely recognized as key drivers of performance, the role of network capability and religiosity as strategic resources that may enhance marketing performance has received considerably less scholarly attention. Third, much of the existing empirical research relies on traditional regression models, whereas more advanced approaches, such as Structural Equation Modeling with Partial Least Squares (SEM-PLS), provide greater explanatory power in testing complex causal relationships.

Moreover, findings from prior empirical studies remain inconclusive. First, the relationship between EO and innovation has produced mixed results. While many studies report a significant positive effect (Asemokha et al., 2019; Ferreras-Mendez et al., 2021; Putra et al., 2020; Savitri et al., 2021), others have found either negative or nonsignificant associations (Ta'Amnha et al., 2023). This raises questions regarding the contextual factors shaping the strength of this relationship, particularly in service-oriented SMEs such as the laundry sector.

Second, the relationship between network capability and innovation also appears inconsistent. Some studies highlight a positive effect (Fang et al., 2019; Kumalasari, 2024; Li & Shafait, 2025), whereas others suggest weak or nonsignificant outcomes (Zacca et al., 2015). Such discrepancies underscore the need to further examine whether network capability genuinely serves as a driver of innovation, or whether external factors and types of innovation moderate this relationship.

Third, religiosity has also been linked to innovation with conflicting results. While Games et al. (2024) report a positive association, other studies Buyukyazici & Serti (2022) and Yeganeh et al. (2023) suggest that higher levels of religiosity may reduce individuals' tendency to adopt innovative behaviors. These inconsistencies highlight the importance of exploring the mechanisms through which religious values shape innovative behavior, particularly in service-based SMEs where customer trust plays a central role.

Fourth, findings on the relationship between EO and marketing performance remain divergent. Although most studies confirm a positive link (Eggers et al., 2018; Musthofa et al., 2017; Ngo, 2023), others report negative or nonsignificant effects (Rachmawati et al., 2022; Savitri et al., 2021). Similarly, the association between network capability and marketing performance has produced mixed outcomes, with some studies suggesting positive effects (Tajeddini et al., 2020; Wegner et al., 2023) while others report the opposite or no effect (Pratono, 2018; Pulka et al., 2021).

Fifth, although innovation has often been examined as a mediator between resources and performance, the results remain varied. While a large body of evidence supports a positive impact of innovation on marketing performance (Pratono, 2018; Pulka et al., 2021), other studies reveal nonsignificant effects (Prima Lita et al., 2020). These variations open avenues for examining the conditions under which innovation effectively enhances marketing performance.

Sixth, the majority of previous research has employed cross-sectional designs conducted across different countries and sectors, which limits their contextual relevance for SMEs in the laundry industry in Riau Province. Given the unique characteristics of this sector intense competition, dynamic consumer preferences, and rising operational costs there is a strong need to integrate the perspectives of the Resource-Based View (RBV) and Market-Based View (MBV). Such an approach allows for a more comprehensive understanding of how internal resources (EO, network capability, innovation, and religiosity) interact with external market forces to influence marketing performance.

In response to these gaps, this study contributes to the literature in three key ways. First, it focuses on SMEs in a developing country context, namely Indonesia, where this sector dominates the business landscape yet remains underrepresented in the international academic discourse. Second, it integrates EO, network capability, religiosity, and innovation within the combined framework of RBV and MBV to explain marketing performance. Third, it applies SEM-PLS as an advanced analytical method, thereby providing stronger empirical evidence regarding the interplay among these variables. Consequently, this study not only advances theoretical understanding but also offers practical implications for enhancing the competitiveness and sustainability of SMEs in the global marketplace.

## METHODOLOGY

This study adopts a quantitative research approach with the objective of analyzing the causal relationships among internal variables that influence the marketing performance of small and medium-sized laundry enterprises

in Riau Province, Indonesia. The selection of a quantitative design is grounded in the need to generate empirical evidence that is objective, measurable, and generalizable, thereby enabling the findings to contribute both theoretically and practically.

## POPULATION AND SAMPLE

The population of this study comprised all small and medium-sized enterprises (SMEs) engaged in the laundry sector in Riau Province, Indonesia. The sample size was determined based on the requirements of Partial Least Squares–Structural Equation Modeling (PLS-SEM) following Hair et al. (2022). Using a census (total sampling) approach, 356 laundry business owners and managers were included as respondents. The inclusion criteria required that the businesses (1) had been in operation for at least two years, (2) employed between 6–20 workers, and (3) were willing to participate in the survey.

## VARIABLES AND INSTRUMENTS

The study investigated five main constructs: (1) Entrepreneurial Orientation: risk-taking, proactiveness, competitiveness, entrepreneurial spirit, and perseverance (Hughes & Morgan, 2007), (2) Network Capability relationship building, relationship development, and relationship termination (Mitrega et al., 2012), (3) Religiosity general religiosity, gratitude, external practices, private practices, and religious beliefs (Kandler et al., 2003; Pearce et al., 2017), (4) Innovation product, process, and marketing innovation pemasaran (Mabenge et al., 2022), and (5) Marketing Performance financial outcomes, non-financial outcomes, input-based measures, and multidimensional measures pemasaran (Clark, 1999; Kotler & Keller, 2016; Lamberti & Noci, 2010).

Data were collected using a structured questionnaire with a five-point Likert scale, with measurement items adapted from established and validated instruments.

## DATA ANALYSIS

The collected data were analyzed using inferential statistical techniques with PLS-SEM. Prior to hypothesis testing, a data quality assessment was conducted, including:

1. Validity testing, using outer loadings and Average Variance Extracted (AVE), with a threshold of  $> 0.50$ .
2. Reliability testing, using Cronbach's Alpha and Composite Reliability, with a threshold of  $> 0.70$ .

Subsequently, the analysis proceeded in two stages:

1. Measurement Model Evaluation (Outer Model) to examine convergent validity, discriminant validity, and construct reliability.
2. Structural Model Evaluation (Inner Model) to test causal relationships among variables using path coefficients, t-statistics, and p-values, with a significance level set at 0.05.

Additional analyses included Goodness of Fit (GoF) evaluation to assess model adequacy and mediation testing to determine the role of innovation in linking entrepreneurial orientation, network capability, and religiosity with marketing performance.

This methodological framework provides a rigorous basis for examining the internal drivers of marketing performance in SME laundry businesses and supports the generation of both theoretical contributions and practical implications for enhancing service-sector competitiveness.

**Tabel 1.** Direct Effect Relationships among Variables.

<b>Relationships among Variables</b>	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>
Innovation – Marketing Performance	0.264	0.263	0.041	6.400	0.000
Network Capability – Innovation	0.282	0.283	0.041	6.856	0.000
Network Capability - Marketing Performance	0.414	0.416	0.045	9.248	0.000
Entrepreneurial Orientation – Innovation	0.533	0.532	0.041	12.998	0.000
Entrepreneurial Orientation - Marketing Performance	0.242	0.241	0.038	6.418	0.000
Religiosity - Innovation	0.177	0.176	0.024	7.421	0.000
Religiosity - Marketing Performance	0.070	0.069	0.028	2.474	0.013

## RESULTS AND DISCUSSION

The data analysis revealed significant relationships among the study variables at the 5% level of significance ( $\alpha = 0.05$ ). The key findings are as follows:

- Innovation itself had a positive and significant impact on marketing performance ( $\beta = 0.264$ ;  $p < 0.001$ ). This result highlights innovation as a critical factor that reinforces the relationships between internal drivers (entrepreneurial orientation, network capability, and religiosity) and the marketing performance of SME laundry businesses.
- Entrepreneurial Orientation demonstrated a positive and significant effect on both innovation ( $\beta = 0.533$ ;  $p < 0.001$ ) and marketing performance ( $\beta = 0.242$ ;  $p < 0.001$ ). This result underscores the importance of proactiveness, risk-taking, and perseverance in driving innovation creation and enhancing business performance.
- Network Capability was found to have a positive and significant influence on innovation ( $\beta = 0.282$ ;  $p < 0.001$ ) and marketing performance ( $\beta = 0.414$ ;  $p < 0.001$ ). These findings indicate that the ability of business owners to build, develop, and manage business networks contributes not only to competitiveness through innovation but also to the improvement of marketing outcomes.
- Religiosity exhibited a positive and significant effect on innovation ( $\beta = 0.177$ ;  $p < 0.001$ ) and marketing performance ( $\beta = 0.070$ ;  $p = 0.013$ ). This suggests that religiosity, as reflected in values such as integrity, gratitude, and ethical business conduct, serves not only to strengthen moral foundations but also to encourage innovation that ultimately enhances performance.

Taken together, these findings confirm the central role of innovation in mediating the influence of internal organizational factors on marketing performance, thereby strengthening the competitiveness of SMEs in the laundry sector.

**Tabel 2.** Indirect Effect Relationships among Variables.

Relationships among Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Network capability → innovation → marketing performance	0.074	0.075	0.016	4.688	0.000
Entrepreneurial orientation → innovation → marketing performance	0.140	0.140	0.025	5.712	0.000
Religiosity → innovation → marketing performance	0.047	0.046	0.010	4.832	0.000

The results of the indirect effect analysis indicate that innovation functions as a significant mediator in the relationship between internal factors and marketing performance. Specifically:

- First, the findings show that network capability has a positive and significant indirect effect on marketing performance through innovation ( $O = 0.074$ ;  $t = 4.688$ ;  $p < 0.001$ ). This indicates that firms' ability to establish and manage relationships with suppliers, customers, and other external stakeholders translates into superior marketing outcomes only when such relationships are leveraged to generate innovative practices. Without innovation, relational ties may remain underutilized, whereas their integration into new products, services, or strategies strengthens firms' competitiveness in the marketplace.
- Second, the results reveal that entrepreneurial orientation exhibits the strongest indirect influence on marketing performance through innovation ( $O = 0.140$ ;  $t = 5.712$ ;  $p < 0.001$ ). Firms that display proactive behavior, risk-taking tendencies, and opportunity recognition are more capable of introducing novel solutions that enhance differentiation and customer value. This underscores the central role of entrepreneurial orientation as a dynamic capability that fuels innovation and, consequently, improves marketing effectiveness.
- Third, the analysis also confirms that religiosity significantly contributes to marketing performance through innovation ( $O = 0.047$ ;  $t = 4.832$ ;  $p < 0.001$ ). Although the effect size is relatively smaller compared to entrepreneurial orientation and network capability, religiosity plays a critical role in shaping ethical business conduct, moral responsibility, and social trust. These values, when embedded in innovative processes, can foster responsible and sustainable business practices that resonate with customer expectations and, in turn, enhance market performance.

Overall, these results highlight that innovation acts as a crucial mediating mechanism that converts intangible resources such as relational capabilities, entrepreneurial orientation, and religiosity into sustainable marketing advantages. The evidence reinforces the argument that firms can achieve superior performance not merely by possessing valuable resources, but by channeling them through innovative practices that align with market dynamics. These findings confirm that innovation serves as a crucial mechanism that bridges the impact of network capability, entrepreneurial orientation, and religiosity on marketing performance. In other words, innovation amplifies the contributions of these internal resources, thereby making their influence on marketing performance more effective and sustainable. These results lend strong support to the Resource-Based View (RBV), which posits that intangible internal resources such as relational capabilities, entrepreneurial mindset, and religious values can be leveraged through innovation to create sustained competitive advantage and enhance performance. Furthermore, in line with the Market-Based View (MBV), the findings imply that innovation allows SMEs to better align internal resources with external market demands, thereby reinforcing competitiveness and market responsiveness.

## CONCLUSION

The findings of this study affirm that entrepreneurial orientation, network capability, and religiosity play a pivotal role in fostering innovation and enhancing marketing performance among small and medium-sized laundry enterprises. From the perspective of the Resource-Based View (RBV), sustainable competitive advantage is derived from the firm's ability to mobilize internal resources that are valuable, rare, inimitable, and non-substitutable (Barney, 1991). Entrepreneurial orientation, network capability, and religiosity can be conceptualized as intangible resources that are difficult for competitors to replicate, as they are closely tied to the owner's mindset, values, and social skills.

Entrepreneurial orientation was found to encourage laundry business owners to be more proactive, willing to take risks, and adept at identifying new opportunities. Such behaviors generate various forms of innovation, ranging from digital-based service development to differentiated marketing strategies. Within the RBV framework, entrepreneurial orientation constitutes a distinctive capability that creates competitive advantage, as it cannot be easily imitated by rivals who lack a similar entrepreneurial mindset. This finding is consistent with previous studies highlighting the role of entrepreneurial orientation as a driver of innovation and value creation (Asemokha et al., 2019; Daradkeh & Mansoor, 2023; Putra et al., 2020; Rochdi et al., 2017; Savitri et al., 2021; Ta'Amnha et al., 2023; Tajeddini et al., 2020; Wahyuni & Sara, 2020).

Network capability also emerged as a critical factor in reinforcing innovation. By maintaining strong relationships with suppliers, customers, and other business partners, laundry entrepreneurs gain access to relevant external information and resources. From an RBV standpoint, this represents a relational capability—an intangible asset that strengthens competitiveness. However, consistent with prior research, the effectiveness of network capability is maximized only when combined with innovation. Without innovation, networks merely generate untapped opportunities, whereas with innovation, such relationships can be transformed into creative marketing strategies that significantly enhance performance (Kumalasari, 2024; Mitrega et al., 2017; Singh et al., 2022).

Religiosity, meanwhile, contributes to competitive advantage by providing a moral foundation that drives honest, transparent, and customer-oriented business practices. Religiosity not only shapes moral capital that fosters customer trust but also serves as a spiritual motivation for generating ethical and sustainable innovations. This extends the RBV perspective by showing that personal values of entrepreneurs may function as unique resources that are difficult to imitate, thereby enhancing business sustainability. These results resonate with previous studies emphasizing the role of spiritual capital in promoting innovation and business performance (Neubert et al., 2017).

Beyond RBV, the findings also align with the Market-Based View (MBV), which emphasizes the role of external factors in shaping business strategy (Porter, 1985). Evidence from this study illustrates that application-based services, collaborations with boarding houses and hotels, and partnerships with logistics providers represent direct responses to market dynamics and shifting consumer preferences. From an MBV perspective, such adaptive capacity underscores that laundry businesses not only leverage internal resources but also actively respond to competitive pressures and external opportunities.

Furthermore, MBV asserts that competitive advantage becomes more robust when firms successfully align with consumer needs and competitive intensity. The results of this study support this argument, showing that entrepreneurs who integrate entrepreneurial orientation with market-based strategies achieve superior customer satisfaction and loyalty.

Taken together, this study underscores the importance of an integrative approach between RBV and MBV. Entrepreneurial orientation, network capability, and religiosity as internal resources (RBV) can only reach their full potential when translated into innovations that are responsive to consumer needs and market competition (MBV).

Innovation, therefore, acts as a bridge connecting these theoretical frameworks, facilitating the creation of sustainable competitive advantage.

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