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Market orientation, entrepreneurial orientation, and marketing capabilities: Their role in business sustainability and corporate reputation in SMEs

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ABSTRACT

Business sustainability and corporate reputation are crucial factors in facing today's business competition. This study aims to investigate the role of market orientation (MO), entrepreneurial orientation (EO), and marketing capability (MC) in maintaining business sustainability (BS) and enhancing corporate reputation (CR) in small and medium enterprises. This study used a cross-sectional design and a survey method, involving 350 small and medium enterprises across various business sectors to represent the business population in Indonesia. The instruments used were scales to measure business sustainability, corporate reputation, market orientation, entrepreneurial orientation, and marketing capability. Data analysis used confirmatory factor analysis, structural equation modeling, and path analysis. The results showed that market orientation (MO), entrepreneurial orientation (EO), and marketing capability (MC) play a significant role in sustaining businesses and enhancing the reputation of small and medium enterprises in the long term. In addition, business sustainability is able to mediate the relationship between all these factors and the reputation of small and medium enterprises. Business sustainability is the most significant predictor of enhancing corporate reputation. Therefore, small and medium enterprises (SMEs) must have strong market orientation, entrepreneurial skills, and marketing capabilities to maintain business sustainability and enhance their reputation. This research contributes to the dynamic practices of small and medium enterprises (SMEs), namely, the use of market orientation, entrepreneurial skills, and marketing capabilities will be able to create competitive advantages that have an impact on business sustainability and the reputation of SMEs.

Contribution/Originality: This study contributes to the insight of business actors to consider several variables, such as Market Orientation, Entrepreneurial Orientation, and Marketing Capabilities to maintain Business Sustainability and improve Corporate Reputation in SMEs. The originality of this study lies in a more comprehensive analysis of variables that influence Business Sustainability and Corporate Reputation in SMEs.

1. INTRODUCTION

Most companies face challenges in maintaining business sustainability. Many factors determine a company's business sustainability, including innovation, pricing, and marketing (Mahdiraji, Babgohari, Duan, & Vrontis, 2026; Sun & Wu, 2026). The field of sustainable business has attracted the attention of business people and academics. Various studies have been conducted to identify key factors in maintaining business sustainability amidst global marketing developments and intense competition (Chooset & Sukhabot, 2025; Nuryakin & Maryati, 2022). Business sustainability is the ability of a business to significantly expand its operations while meeting the needs of all generations (Bulo, Halim, & Satrya, 2026; Weerakoon & McMurray, 2025). Business sustainability can be used as a means to develop environmentally friendly products, green manufacturing, improve human resource quality, minimize carbon footprints, reduce pollution, and improve community quality (Gangwani & Zhu, 2024; Negi, Karyamsetty, & Fida, 2026). Furthermore, sustainable business can also create sustainable development that can impact economic development, the environment, and socio-political life. Businesses that are successful concentrate on helping stakeholders, take environmental preservation into account, and give the community's quality of life top priority. Corporate awareness of environmental substances is created by the community environment (Harsanto, Kasumaningrum, Mulyana, Faisal, & Hadjielias, 2026; Oduro & Haylemariam, 2026). Pressure from various business stakeholders arises to make environmental protection a key organizational agenda.

In addition to environmental concerns, a company's market orientation and marketing capabilities are crucial factors in maintaining its competitiveness (Bakashaba & Bindeeba, 2025; Subhani, Mikušová, & Nierostek, 2026). Market orientation is closely related to a company's ability to market its products, as businesses with strong market orientation also possess strong marketing capabilities. A key indicator of strong marketing capability is the company's ability to meet customer needs. Previous research demonstrates that businesses with the skills to support a market orientation strategy typically concentrate on satisfying a variety of client wants (Chen, Popaitoon, & Mumi, 2025; Kabir, 2026). In addition to market orientation, entrepreneurial orientation is also a key factor in creating product excellence and competitive business performance. Business sustainability also impacts a company's reputation. This is because business sustainability is considered a key indicator of a company's reputation (Santos et al., 2023; Suherman et al., 2024). Furthermore, a company's reputation and public perception are influenced by its compliance with sustainability standards. Previous studies have shown that business sustainability and reputation are intangible assets that optimize business performance and success (Bakashaba & Bindeeba, 2025; Subhani et al., 2026). This finding is supported by business theory, which states that sustainable business practices in building a company's reputation are intangible resources that are difficult for other companies to imitate (Al-Romeedy & Alharethi, 2025; Jan et al., 2025). Therefore, these aspects are invaluable resources for making the company superior and competitive.

Several previous studies have investigated business sustainability and corporate reputation (Bekele, Durie, & Kibret, 2026; Yadav et al., 2025). Previous studies have shown that business sustainability is significantly influenced by product innovation and quality of customer service (Baber, Sarango-Lalangui, Maalouf, Fanea-Ivanovici, & Ramkissoon, 2026; Strunk, Henttonen, Piispanen, & Lehtimäki, 2026). Other studies have shown that a company's marketing capabilities have a significant impact on business sustainability (Astuty, Sudirman, & Aryanto, 2024; Yigit & Kanbach, 2023). Other studies have also confirmed that digital marketing contributes significantly to a company's success in marketing its products and impacts its reputation (Loo, Ramachandran, & Raja Yusof, 2023; Sun & Wu, 2026). Previous studies have revealed that a company's reputation is strongly influenced by its ability to maintain the marketability of its products over a long period (Chooset & Sukhabot, 2025; Nuryakin & Maryati, 2022). Previous studies have shown a lack of research examining the factors that influence corporate reputation. In addition, the role of market orientation, entrepreneurship, and marketing skills in enhancing corporate reputation and maintaining business sustainability has not been thoroughly explored. The current study differs from previous studies. The novelty of this research lies in a more comprehensive variable analysis that includes the impact of market orientation, entrepreneurial orientation, and marketing capabilities on business sustainability and corporate reputation. Through a survey of 350 Indonesian SMEs and PLS-SEM analysis, the impact of market orientation, entrepreneurial orientation, and marketing capabilities on business sustainability and corporate reputation is comprehensively analyzed. Based on these explanations, the researcher formulates the following research questions.

a) What role do market orientation, entrepreneurial orientation, and marketing skills play in maintaining business sustainability?
b) How do market orientation, entrepreneurial orientation, and marketing skills enhance corporate reputation?

c) What is the mediating role of business sustainability in the correlation between all independent variables and corporate reputation?

2. LITERATURE REVIEW

2.1. The Role of Market Orientation (MO)

Market orientation is a company's effort to gather and respond to market information to create significant value for customers and meet their needs. Market orientation is also defined as a company's effort to obtain information about its potential customers and use this information to develop marketing strategies to meet customer needs (Mafimisebi, Obembe, & Ogunsade, 2025; Mateus, Rincón, & Acosta, 2024). Companies with a strong market orientation are able to respond to emerging challenges and retain customers. These companies strive to learn about customer needs through feedback and then design appropriate programs for improvement based on the feedback received. A company's performance and the competitiveness of its products are significantly predicted by its market orientation (Gangwani & Zhu, 2024; Mushi, 2025). Companies must take the initiative to implement market orientation to achieve high performance and business sustainability. Market orientation in successful companies encourages them to continuously strive to introduce innovative products and services, becoming a key strategy (Baber et al., 2026; Strunk et al., 2026). Companies evaluate market needs and policy changes while ensuring environmental sustainability.

A strong market orientation in a company can encourage the creation of a brand image, the study of market cultural values, and the analysis of the company's contribution to environmental protection to ensure customer satisfaction (Oduro & Haylemariam, 2026; Pesqueira & Sousa, 2024). Companies with a strong market orientation place a greater emphasis on environmentally friendly productivity practices in their operations. Additionally, businesses that use a market orientation strategy typically gather crucial data about their supplier and client networks and carry out trend analysis in a variety of industries (Abdelkafi, Xu, Pero, Ciccullo, & Masi, 2023; Pillai, Nair, Zahoor, & Khan, 2024). This information helps companies design environmentally friendly products and services while still providing the best service to the public. Previous research has demonstrated a positive impact of market orientation on corporate reputation, but has not comprehensively investigated its impact on business sustainability (Li & Shafait, 2025; Tolossa, Singh, & Gautam, 2024). Furthermore, corporate reputation can be shaped through several aspects, including market orientation, understanding customer needs, and designing products that meet consumer expectations (Bekata & Kero, 2025; Chen et al., 2025). However, previous studies have not comprehensively investigated the direct and indirect impacts of market orientation on business sustainability and corporate reputation.

2.2. The Role of Entrepreneurial Orientation (EO)

Entrepreneurial orientation is a crucial strategy for improving corporate performance. Entrepreneurial orientation refers to a company's proactive introduction of new ideas, risk-taking in business development, and active engagement in creating innovative solutions (Ibn-Mohammed et al., 2026; Suherman et al., 2024). Entrepreneurial orientation emerges when company management takes considered risks, demonstrates innovation, and proactively implements change. Previous studies have primarily examined aspects of innovation, proactivity, and risky decision-making to assess entrepreneurial orientation (Huy & Phuc, 2025b; Santos et al., 2023). Innovation is creativity, the generation of new ideas, and the introduction of new or modified products, services, or technologies. Proactivity is a company's proactive approach to anticipating and seeking new opportunities before its competitors (Almansoori, Araci, & Dweiri, 2025; Huy & Phuc, 2025a). Furthermore, companies take risks to undertake new ventures that are uncertain and risky.

Entrepreneurial orientation has benefits that can be seen in a company's unique ability to anticipate and capitalize on opportunities (Bakashaba & Bindeeba, 2025; Subhani et al., 2026). This can be achieved through new offerings, the creation of industry standards, market control, and distribution channels. Successful companies tend to focus on designing innovative products that benefit their customers. Innovative companies that enter the market before their competitors will gain financial advantages and charge high prices for their products. This idea is reinforced by previous studies showing that entrepreneurial orientation is significantly correlated with market orientation because both aspects focus on introducing new products and services to meet market demand (Abdelkafi et al., 2023; Pillai et al., 2024). However, entrepreneurial orientation in the context of small and medium enterprises has not been widely explored in previous studies. Furthermore, other studies confirm that entrepreneurial orientation is an important approach in developing new and competitive product designs that are sustainable (Baber et al., 2026; Strunk et al., 2026). This finding requires further analysis, especially the role of entrepreneurial orientation through new and competitive product designs on business sustainability and entrepreneurial reputation. The current study also builds on the idea that entrepreneurial orientation is a key predictor of firm economic performance.

2.3. The Role of Marketing Capabilities (MC)

Marketing capability is a company's ability to improve the quality of its marketing by emphasizing product communication through various promotional media and distribution networks (Loo et al., 2023; Yigit & Kanbach, 2023). The ability to handle the elements of the marketing mix by creating plans for product development, distribution, pricing, and promotion is another definition of marketing capability. This is reinforced by another perspective, which reveals that marketing capability is a critical factor in determining a product's sustainability in a competitive market (Alraja, Khan, Khashab, & Aldaas, 2020; Mahdiraji et al., 2026). The use of appropriate marketing strategies can strengthen marketing capability, thereby impacting company performance and achieving business goals. A company's competitive advantage stems from its ability to engage in sustainable economic activities. Previous research demonstrating that marketing capability significantly affects the economics of a company's goods and services lends credence to this (Ayele, 2025; Sun & Wu, 2026).

Strong marketing skills enable businesses to design innovative plans that prioritize sustainability and convey these breakthroughs to customers in order to draw in customers and generate competitive product advantages. The majority of small and medium enterprises (SMEs) possess innovative marketing capabilities and have the opportunity to achieve business sustainability. Strong marketing capabilities better enable companies to enhance their reputations, thereby improving their performance (Bekata & Kero, 2025; Chen et al., 2025). Marketing capabilities also facilitate companies' continuous innovation in line with consumer demand. The relationship between marketing skills and company reputation is mediated by a number of factors (Sabihaini, Kurniawan, Prasetio, & Rusdiyanto, 2024; Weerakoon & McMurray, 2025). Nevertheless, no research has been done to confirm that marketing skills and corporate reputation are mediated by business sustainability. This study uses business sustainability as a crucial mediator between marketing factors and corporate reputation to close this gap.

2.4. The Role of Corporate Reputation (CR)

Corporate reputation is the perception of a company's image among various parties, such as customers, employees, and the general public. Corporate reputation also refers to stakeholders' attitudes toward the organization over time. Corporate reputation is created by consumers' experiences and impressions of the company's fulfillment of their needs and expectations (Mafimisebi et al., 2025; Mushi, 2025). Previous studies have shown that corporate reputation is a significant source of competitive advantage. (Gangwani & Zhu, 2024; Negi et al., 2026). Corporate reputation is also an indicator in brand assessment and a key measure of market performance. Most consumers use corporate reputation as a primary reference to reduce product risk and uncertainty. This feature has the potential to boost client satisfaction, customer base, and advertising effectiveness. Companies under pressure in market dynamics tend to use their reputation to enhance credibility and public perception (Baber et al., 2026; Strunk et al., 2026). A product brand's success is also seen to be significantly influenced by its corporate reputation. Additionally, a positive business image greatly reduces the expenses associated with product marketing. According to the literature, most consumers purchase products based on quality and brand awareness (Harsanto et al., 2026; Pesqueira & Sousa, 2024). Therefore, companies must consider improving product quality and enhancing brand reputation.

Company involvement in socially responsible activities can significantly contribute to brand equity and business value. Based on resource theory, a company's unique and rare intangible assets are highly difficult to imitate, thus creating a competitive advantage and increasing profits (Abdelkafi et al., 2023; Pillai et al., 2024). Reputation is an important intangible asset that helps a business become superior and competitive because it is hard for rivals to copy (Ibn-Mohammed et al., 2026; Suherman et al., 2024). A company's reputation needs to be built over time through various innovations; it cannot be bought or sold. Companies can invest in these intangible assets to improve their performance, as they are very difficult to imitate. Previous studies have also revealed that intangible assets serve as a company's capital in competing and attracting more loyal customers (Bekata & Kero, 2025; Li & Shafait, 2025). However, no study has yet explored the role of corporate reputation in maintaining business sustainability. A company's reputation also plays a crucial role in strengthening its product brand. Therefore, further exploration is needed to investigate the role of corporate reputation in strengthening its products and its impact on the company's business sustainability.

2.5. The Role of Business Sustainability (BS)

A company's long-term viability depends heavily on its business sustainability. A company that can satisfy the demands of both present and future generations is considered sustainable. The ability of a system to meet social and economic demands without jeopardizing the natural system is known as sustainability (Chen et al., 2025; Kumar, Sayal, Goel, Singh, & Ahmad, 2025). Business sustainability focuses on three main objectives: economic, social, and environmental performance. Business sustainability not only focuses on optimizing company profits but also has a positive and broad impact on employees, society, and the environment (Bindeeba, Bakashaba, & Tukamushaba, 2026; Kabir, 2026). Some indicators that serve as benchmarks for the sustainability of an SME's business are environmental sustainability (ENS), economic sustainability (ECS), and social sustainability (SS) (Bekata & Kero, 2025; Chen et al., 2025). Long-term advantages of sustainable company practices include increased profitability, product quality, customer satisfaction, staff retention, brand recognition, government backing, efficiency, and lower financial and legal risks associated with environmental preservation (Ibn-Mohammed et al., 2026; Suherman et al., 2024). To support company development, comprehensive analyses of the internal and external environment must be conducted regularly and periodically.

Sustainable business practices are implemented by reducing emissions, protecting communities, and achieving financial targets. Businesses benefit from sustainable business practices, including increased employee engagement, consumer recognition and loyalty, and competitive product advantages (Ayele, 2025; Sun & Wu, 2026). Business sustainability is also a significant predictor of corporate reputation. Furthermore, several previous studies have found a positive correlation between environmental, economic, and social aspects of business sustainability and corporate reputation (Al-Romeedy & Alharethi, 2025; Subhani et al., 2026). However, none of these studies has comprehensively examined the aspects that significantly impact business sustainability and corporate reputation. Business sustainability and corporate reputation significantly impact consumer satisfaction, repurchase intentions, and consumer loyalty, so further analysis is needed to determine which aspects businesses need to strengthen to enhance business sustainability and corporate reputation.

2.6. Hypothesis Formulation

Based on the explanation of the theoretical study, the current study formulates several hypotheses to be tested. The hypotheses (H) proposed in the current study are H1: Marketing orientation contributes significantly to business sustainability, H2: Marketing orientation contributes significantly to improving corporate reputation, H3: entrepreneurial orientation contributes significantly to business sustainability, H4: entrepreneurial orientation contributes significantly to improving corporate reputation, H5: marketing capability contributes significantly to business sustainability, H6: marketing capability contributes significantly to improving corporate reputation, H7: business sustainability can mediate between all aspects (marketing orientation, entrepreneurial orientation, marketing capability) and corporate reputation.

3. METHODOLOGY

3.1. Design and Participants

This study uses a cross-sectional design with a survey method to investigate the role of market orientation, entrepreneurial orientation, and marketing competence in maintaining business sustainability and improving reputation in small and medium enterprises (SMEs). Additionally, this study used correlational analysis to look into how business sustainability mediates the relationship among all variables. Participants in this study came from various small- and medium-sized business sectors, with a total of 350 in small and medium enterprises (SMEs) representing the business population in Indonesia. A stratified random sampling method was used to ensure representation across sectors. The SMEs selected for participation came from various industries, including skincare products, manufacturing, services, food, and retail. These businesses were categorized into production, services, and trade to obtain comprehensive data. All participants received an explanation of the research objectives and were assured of the confidentiality of their responses before data collection. All participants provided written consent by completing a voluntary consent questionnaire.

3.2. Research Instruments and Data Collection

Data collection was conducted using a survey method by distributing questionnaires to 700 participants. The participants who completed the questionnaires were directly owners of small and medium-sized businesses. Measurement scale items were adapted from previous studies with modifications appropriate to the research context. The scales used included business sustainability, corporate reputation, market orientation, entrepreneurial orientation, and marketing capabilities of small and medium-sized businesses. The first instrument used was a business sustainability scale adapted from Astuty et al. (2024). The business sustainability scale assesses a company's business sustainability initiatives, encompassing environmental sustainability (ENS), economic sustainability (ECS), and social sustainability (SS). The business sustainability scale consists of ten items assessing all of these aspects. The next instrument was a corporate reputation scale adapted from Yigit and Kanbach (2023). The corporate reputation scale includes four items that focus on the image of small and medium-sized businesses. Measurements were conducted on aspects of meeting consumer needs and expectations. Furthermore, an entrepreneurial orientation scale was used to measure the entrepreneurial orientation of small and medium-sized businesses. The entrepreneurial orientation scale was adapted from Loo et al. (2023). The entrepreneurial orientation measurement scale consists of six items that focus on measuring the company's active involvement in developing innovative offerings, risky decision-making in business development, and proactiveness in introducing new innovations.

The next instrument is a market orientation measurement scale. The market orientation measurement scale was adapted from Chew and Zainal (2024) and Sun and Wu (2026) and contains five items. The market orientation measurement scale assesses a company's ability to create a brand image, study market cultural values, and analyze the company's contribution to environmental protection to achieve customer satisfaction. Finally, to measure marketing capability, a marketing capability measurement scale adapted from Chooset and Sukhabot (2025), consisting of five items, was used. The marketing capability measurement scale assesses a company's ability to improve the quality of its marketing by emphasizing product communication through various promotional media and distribution networks. All measurement scale items in each instrument use a Likert scale ranging from 1 to 5, with 1 (strongly disagree) to 5 (strongly agree).

3.3. Instrument Validity and Reliability

The instrument's validity and reliability were tested using empirical testing on a small group of small and medium-sized businesses to refine and ensure the instrument's clarity. Additionally, an expert review was conducted involving five experts in marketing and sustainable business. Cronbach's alpha reliability tests were calculated and analyzed to investigate the internal consistency of the questionnaire's measurement scale, with a threshold value of 0.70. All items used in the research instrument have been validated in previous studies and aligned with the theoretical framework. For constructs lacking standardized measures, new items were developed in consultation with experts in the field. A five-point Likert scale was used to measure participant perceptions. Furthermore, the content validity of each instrument was strengthened by expert review in the field of marketing and sustainable business. Furthermore, empirical testing was conducted on 25 small- and medium-sized business owners to assess the clarity, consistency, and reliability of the instrument. Based on the feedback, only minor revisions were required. Furthermore, the analysis also showed that the questionnaire's internal consistency exceeded the Cronbach's Alpha threshold (0.70). Based on these results, all instruments used in this study met the criteria and were therefore suitable for use in this research. To address potential data bias in the research results, Harman's Single Factor Test was conducted. The Harman's Single Factor Test results showed that the first factor explained 28.56% of the variance (standardized <50%), thus indicating no indication of common method bias.

3.4. Data Analysis

This study included several data analysis techniques, including path analysis, Partial Least Square Structural Equation Model (PLS-SEM), and confirmatory factor analysis. The validity and reliability of each construct developed to evaluate the factors of market orientation (MO), entrepreneurial orientation (EO), and marketing capability (MC) in preserving business sustainability (BS) and corporate reputation (CR) were examined using confirmatory factor analysis. To guarantee the validity of the study findings, confirmatory factor analysis was carried out. The influence of market orientation (MO), entrepreneurial orientation (EO), and marketing capability (MC) on business sustainability and on improving corporate reputation was then examined using PLS-SEM. Finally, a path analysis was conducted to investigate the direct and indirect impacts of market orientation (MO), entrepreneurial orientation (EO), and marketing capability (MC) on business sustainability and corporate reputation enhancement, as well as the mediating role of these variables.

4. RESULTS

Descriptive analysis was conducted to explain the demographic variables of the small and medium business participants. The analysis revealed that 77.8% were employees in managerial positions, and 22.3% were small and medium business owners. Furthermore, in terms of professional experience, 11.5% had less than 6 years of experience, 33.5% had 7–10 years of experience, 17.2% had 11 to 16 years of industrial experience, and 37.5% had more than 16 years of experience. The descriptive analysis also revealed that 65.4% of participants had worked with 20–50 employees. Additionally, the service sector accounted for 70.5% of participants, followed by trade (28.5%) and manufacturing (15.4%). Further analysis was conducted using confirmatory factor analysis to test the reliability and validity of all constructs in the measurement instrument for all variables: market orientation (MO), entrepreneurial orientation (EO), marketing capability (MC), business sustainability (BS), and corporate reputation (CR). The analysis was conducted by calculating factor loadings, internal consistency analysis, and average variance. In addition, internal consistency checks on all constructs were conducted using composite reliability and Cronbach's alpha. The threshold value used in this analysis is in accordance with the value recommended in the literature, namely 0.60. The results of the analysis show that the measurement scales used in the study all show values that exceed the threshold value of 0.60. Based on the factor loading values and AVE values, it can be concluded that the item constructs used in all scales meet the validity and reliability criteria. The results of the item loading analysis and AVE values on all item constructs show values greater than 0.5, as presented in Figure 1. These results indicate that all constructs meet the criteria for convergent validity.

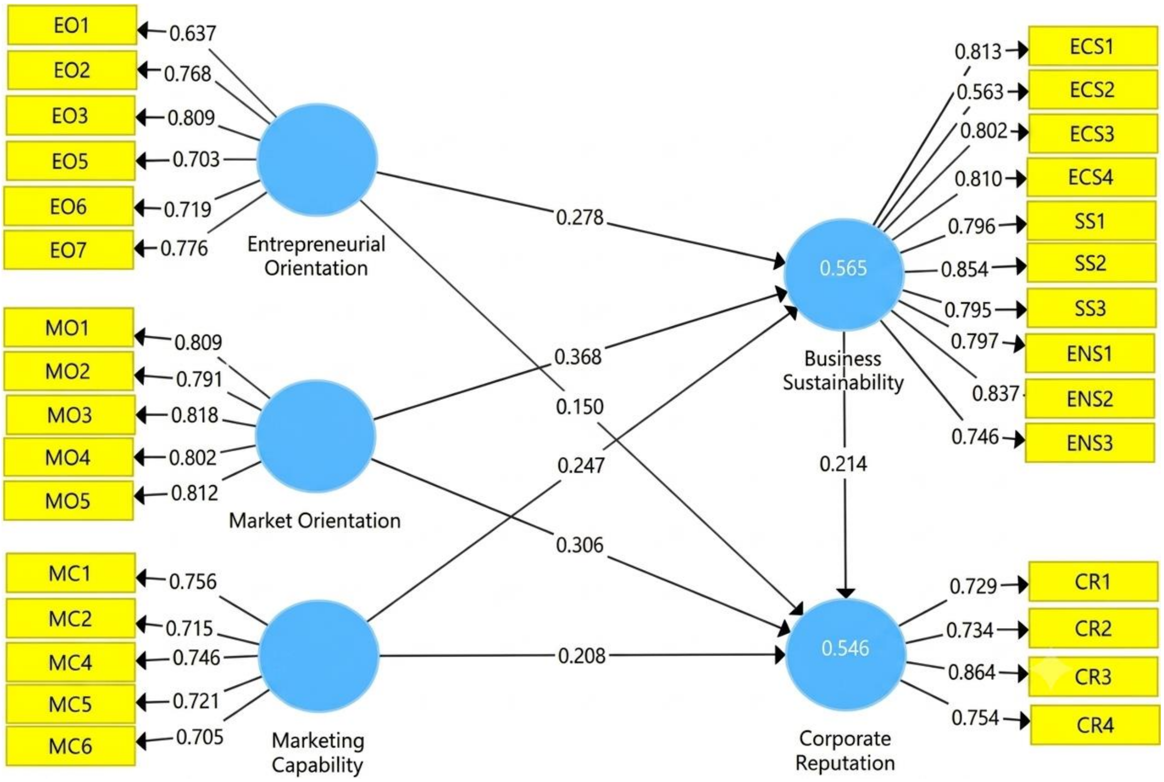

Figure 1. Results of Construct Loading Analysis for Each Item and All Variables.

Note: Environmental sustainability (ENS), economic sustainability (ECS), social sustainability (SS), market orientation (MO), entrepreneurial orientation (EO), marketing capability (MC), business sustainability (BS), and corporate reputation (CR).

The measuring scale was then evaluated using a Cronbach's alpha coefficient analysis, which may be used as a standard for precisely evaluating the internal consistency of every item. Table 1 displays the findings of the confirmatory factor analysis, which showed the Cronbach's alpha coefficient values. The results of the analysis show that the Cronbach's alpha values for each variable namely EO (0.852), MO (0.875), MC (0.843), CR (0.815), and BS (0.946).

Every variable's Cronbach's alpha value is higher than the suggested cutoff of 0.7. However, two items showed scores below 0.7, namely item EO1: 0.642, BS1 = 0.572. Nevertheless, these items were retained for use in the analysis because of the small number of items and the loading values that were not too far from the standard. Items that have factor loading values that are below standard and too far from the standard value are not included in the analysis, namely the values of items EO4 and MC3. Based on these analysis results, the reliability assumption based on the composite reliability analysis indicates that all construct items meet the criteria, thus meeting the criteria. Furthermore, discriminant validity tests for all constructs were conducted based on the analysis of Fornell and Larcker (1981).

The analysis was conducted by examining the square root of the AVE of each construct. If the value is higher than the correlation value with the construct, then the value meets the assumption of discriminant validity. The results of the discriminant validity test are presented in Table 2. Next, a structural equation model analysis using Smart PLS-SEM was conducted to investigate the role of market orientation, entrepreneurial orientation, and marketing capabilities in maintaining business sustainability and enhancing corporate reputation.

Table 1. Confirmatory Factor Analysis.

Construct	Item	Factor loadings	Cronbach's alpha	Composite reliability	AVE
Market Orientation (MO)	MO1	0.781	0.875	0.905	0.663
	MO2	0.789			
	MO3	0.823			
	MO4	0.804			
	MO5	0.814			
Entrepreneurial Orientation (EO)	EO1	0.642	0.852	0.876	0.565
	EO2	0.774			
	EO3	0.812			
	EO5	0.721			
	EO6	0.705			
	EO7	0.764			
Marketing Capability (MC)	MC1	0.768	0.843	0.863	0.546
	MC2	0.724			
	MC4	0.752			
	MC5	0.732			
	MC6	0.707			
Business Sustainability (BS)	ECS1	0.824	0.946	0.952	0.620
	ECS2	0.572			
	ECS3	0.813			
	ECS4	0.825			
	SS1	0.794			
	SS2	0.863			
	SS3	0.793			
	ENS1	0.788			
	ENS2	0.842			
	ENS3	0.752			
Corporate Reputation (CR)	CR1	0.730	0.815	0.864	0.673
	CR2	0.745			
	CR3	0.872			
	CR4	0.763			

Note: Environmental sustainability (ENS), Economic sustainability (ECS), and Social sustainability (SS).

Table 2. Discriminant Validity.

Variables	BS	CR	EO	MO	MC
BS	0.778				
CR	0.658	0.784			
EO	0.624	0.568	0.748		
MO	0.684	0.674	0.587	0.821	
MC	0.621	0.648	0.479	0.635	0.732

Note: Business Sustainability (BS), Corporate Reputation (CR), Entrepreneurial Orientation (EO), Market Orientation (MO), Marketing Capability (MC).

The results of the PLS-SEM analysis to investigate the role of market orientation, entrepreneurial orientation, and marketing capabilities in maintaining business sustainability and improving corporate reputation are presented in Table 3. The analysis's findings demonstrate how important market orientation is to a company's long-term viability and reputation. The value of market orientation's contribution to business sustainability is ($\beta = 0.485$, t value = 0.387, $p < 0.05$), but its contribution to enhancing corporate reputation is ($\beta = 0.315$, t value = 3.453, $p < 0.05$). The next conclusion is that, with a value of ($\beta = 0.285$, t value = 3.453, $p < 0.05$), the entrepreneurial-oriented component also plays a significant influence in preserving firm sustainability. Additionally, with a value of ($\beta = 0.178$, t value = 2.864, $p < 0.05$), an entrepreneurial approach significantly influences enhancing business reputation. The second research finding is that preserving business sustainability with value is significantly influenced by the marketing competence component ($\beta = 0.258$, t-value = 3.532, $p < 0.05$). Additionally, improving business reputation with value is significantly influenced by the marketing competence element ($\beta = 0.315$, t-value = 3.415, $p < 0.05$). The conclusion is that improving company reputation with value is significantly impacted by the business sustainability component ($\beta = 0.251$, t-value = 3.163, $p < 0.05$). 57.4% of the variation in business sustainability may be attributed to all facets of market orientation, entrepreneurial orientation, and marketing skill. Additionally, 53.6% of the variation in corporate reputation can be explained by all three of these factors, market orientation, entrepreneurial orientation, and marketing capability, as well as business sustainability. From these findings, it can be concluded that market orientation, entrepreneurial orientation, and marketing capability contribute to maintaining business sustainability and enhancing corporate reputation.

Table 3. Results of PLS-SEM analysis between variables.

Variables Correlation	Beta	Std. deviation	t-value	P
EO → BS	0.285	0.089	3.524	0.003
EO → CR	0.178	0.078	2.864	0.038
MO → BS	0.387	0.093	3.875	0.035
MO → CR	0.315	0.096	3.453	0.003
MC → BS	0.258	0.085	3.532	0.005
MC → CR	0.315	0.096	3.415	0.031
BS → CR	0.251	0.108	3.163	0.038

A mediation effect test of business sustainability between factors (market orientation, entrepreneurial orientation, marketing capability) and company reputation was then carried out. Table 4 displays the mediation effect test findings. First, it was determined how each independent variable affected the dependent variable (business reputation) indirectly. The requirements for the mediation effect are satisfied if the analytical results display a significant p-value. The lower and upper limit values were then calculated in order to do an analysis. If the value of 0 falls between both limits with a 95% confidence interval, the mediation effect can be identified. The mediation effect between the variables is absent if the value of 0 is not discovered. According to Table 4's mediation effect analysis results, the entrepreneurial orientation variable had an indirect impact on corporate reputation (t = 4.526, LL = 0.067, UL = 0.326). Additionally, it was discovered that market orientation had an indirect impact on business reputation (t = 3.483, LL = 0.082, UL = 0.385). The results of the study also show that business reputation is indirectly impacted by marketing competence (t-value = 3.032, LL = 0.064, UL = 0.378).

Table 4. Results of the Path Analysis between Variables.

Path	Path a	Path b	Indirect effect	Bootstrapped confidence interval	t-value	95% LL	95% UL	Mediation
				SE				
EO→BS→CR	0.386	0.251	0.192	0.065	4.526	0.067	0.326	Mediate
MO→BS→CR	0.375	0.251	0.256	0.074	3.483	0.082	0.385	Mediate
MC→BS→CR	0.357	0.251	0.175	0.063	3.032	0.064	0.378	Mediate

5. DISCUSSION

In the context of small and medium-sized businesses (SMEs) in Indonesia, this study attempts to explore the influence of market orientation, entrepreneurial orientation, and marketing competences on business sustainability and corporate reputation. Additionally, this study explores how business sustainability mediates the relationship between all independent variables and corporate reputation. According to the first research finding, improving corporate reputation is significantly and favorably impacted by company sustainability in small and medium-sized businesses (SMEs). This finding confirms that sustainable business practices, which address consumer needs, profitability, and community well-being, can foster a positive corporate reputation. Based on these findings, corporate management must integrate corporate reputation and business sustainability into organizational strategy, as both aspects can enhance value, protect brands, and ensure long-term business continuity. This finding is supported by previous studies, which show that companies that maintain long-term business sustainability are able to enhance their positive corporate reputation (Bekele et al., 2026; Yadav et al., 2025). This increases consumer trust in the quality of the company's products. Furthermore, these findings are reinforced by previous studies, which show that companies that communicate their contributions to social and environmental issues, create global and local networks, communicate their business objectives, and adhere to development agendas are more effective in enhancing the positive image of small and medium-sized enterprises (SMEs) (Bakashaba & Bindeeba, 2025; Salim & Azo, 2025).

Further findings indicate that entrepreneurial orientation significantly contributes to improving a company's reputation, both directly and indirectly through sustainable business aspects. The research findings also indicate that small and medium-sized enterprises (SMEs) can excel and compete when they strive to adopt an entrepreneurial orientation by seeking market opportunities, employing a proactive approach, and focusing on innovation. Through this process, a positive corporate reputation is built. Sustainable entrepreneurial orientation is essential because market expectations are always dynamic and changing rapidly. SMEs are compelled by this circumstance to act proactively at the appropriate moment. Furthermore, innovation strategies help businesses excel and compete, enabling them to have products with strong brands. This finding is reinforced by previous studies showing that product innovation contributes significantly to corporate reputation (Almansoori et al., 2025; Huy & Phuc, 2025b). Additionally, prior research demonstrating the beneficial relationship between entrepreneurial orientation and business sustainability supports these findings (Huy & Phuc, 2025b; Santos et al., 2023). An entrepreneurial orientation facilitates companies in creating and enhancing long-term competitive advantages. It also provides opportunities for small and medium-sized enterprises (SMEs) to identify opportunities and maintain business sustainability in marketing. This finding is further supported by previous studies showing that entrepreneurial orientation significantly contributes to company performance, ultimately enhancing corporate reputation (Qalati, Siddiqui, & Wu, 2024; Suherman et al., 2024).

The next result is that strengthening the reputation of small and medium-sized businesses (SMEs) is impacted by market orientation in both direct and indirect ways. The indirect impact of market orientation is mediated by business sustainability. This finding confirms that companies with good market orientation are able to maintain sustainable business and market performance in the long term. Corporate sustainability is a top priority for business actors through techniques and strategies that consider future environmental sustainability. Companies that are able to survive in the long term are those that are able to obtain important information from consumers and have a good understanding of market orientation. Through these two aspects, business actors are able to design appropriate marketing strategies to meet consumer needs. Businesses that have a strong focus on the market are also better equipped to satisfy the demands and preferences of diverse stakeholders in a range of economic, social, and environmental domains. From these findings, it can be emphasized that improving corporate reputation and business sustainability requires small and medium-sized enterprises (SMEs) with market orientation and sustainable efforts. This finding is reinforced by previous studies showing that companies with good market orientation are able to maintain their business and positive reputation in the long term (Bindeeba et al., 2026). Furthermore, other studies also confirm that businesses that implement market orientation through marketing research, understanding, and meeting market needs can sustain their businesses in the long term (Chen et al., 2025; Kumar et al., 2025). Indicators of good market orientation include meeting consumer demand and marketing strategies that take environmental and legal considerations into account (Bekata & Kero, 2025; Tolossa et al., 2024).

Furthermore, marketing capabilities play a significant role, both directly and indirectly, in enhancing a company's reputation. Research findings confirm that the business continuity of a small and medium-sized enterprise is largely determined by an effective marketing strategy. Good marketing capabilities can encourage consumers to purchase a company's products. Furthermore, a company's survival is also determined by its ability to capitalize on market opportunities by highlighting the superior value of each customer and addressing weaknesses. Product innovation and customer service development are the main ways that small and medium-sized businesses (SMEs) grow their marketing skills. The marketing capabilities of SMEs significantly impact the sustainability and development of their businesses, as well as their reputation (Baber et al., 2026; Harsanto et al., 2026). Therefore, SMEs must enhance their marketing capabilities to maintain long-term business continuity. These findings are supported by several previous studies, which show that a company's marketing capabilities significantly impact business sustainability and reputation (Li & Shafait, 2025; Pillai et al., 2024). Other studies also confirm that marketing capabilities are a key strategy in maintaining business sustainability (Oduro & Haylemariam, 2026; Pesqueira & Sousa, 2024). Good marketing capabilities provide businesses with the opportunity to compete in a dynamic market and achieve a sustainable competitive advantage.

6. CONCLUSIONS AND IMPLICATIONS

Market orientation, entrepreneurial orientation, and marketing capabilities play a significant role in maintaining business sustainability and improving corporate reputation. Additionally, the most important indicator of improving corporate reputation is business sustainability. These findings emphasize that small and medium-sized businesses must possess a strong entrepreneurial orientation, taking risks, innovating, and being proactive in promoting their products to maintain business sustainability and corporate reputation. Furthermore, businesses must develop their marketing capabilities to obtain the resources essential for achieving effective marketing strategies. The use of effective marketing strategies and innovative practices, such as advertising programs and marketing communications, can optimize business potential, maintain business sustainability, and enhance corporate reputation. Social media can be used as an effective marketing channel. Furthermore, businesses must possess a strong market orientation by utilizing resources to monitor market trends and obtain information on dynamic consumer needs. This understanding can optimize the design of business marketing programs. To respond to dynamic market developments, small and medium-sized businesses must take the initiative to develop innovative products and services for consumers. Therefore, all aspects of market orientation, entrepreneurial orientation, and marketing capabilities play a crucial role in maintaining business sustainability and enhancing a company's reputation. Furthermore, business sustainability can mediate between factors (market orientation, entrepreneurial orientation, marketing capabilities) and corporate reputation.

This research implies that businesses must allocate funds for market intelligence to strengthen market orientation and entrepreneurial orientation. Furthermore, businesses must design innovative and creative marketing strategies through various multimodal channels. This research also implies that the government must support small and medium-sized enterprises (SMEs) through digital marketing training to maintain business sustainability and enhance their reputation. This research contributes to the theory of firm dynamic capabilities, stating that the use of marketing strategies appropriate to market conditions can enhance a company's competitive advantage, thereby impacting business sustainability and reputation. Despite the contributions of this research, it has several limitations. Among them, it only analyzes three aspects that predict business sustainability and corporate reputation: market orientation, entrepreneurial orientation, and marketing capabilities. It also focuses solely on quantitative analysis; a cross-sectional design means causality tends not to be able to be concluded in general, potentially biased self-report data, and a focus on only three antecedents. Based on these limitations, the researchers recommend that future studies investigate green environmental innovation and social responsibility of business actors as predictors of business sustainability. Furthermore, research needs to be supplemented with qualitative analysis and longitudinal studies to obtain more comprehensive data. Future studies should also expand the number of participants beyond small and medium-sized businesses to include large corporations. Further studies are needed to analyze the role of technological innovation, product innovation, social media, and green marketing on the sustainability of corporate reputation in business.

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Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.
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