

-RESEARCH ARTICLE-

## E-BUSINESS AS A MILESTONE IN BATIK BUSINESS REVIVAL

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### —Abstract—

This study aimed to examine the influence of Market Orientation and Social Entrepreneurial Orientation on e-business adoption and sales performance within the batik industry. A descriptive quantitative approach was employed, wherein numerical and statistical data were collected and analysed to investigate the relationships among the variables under consideration. Data were gathered through a survey of 377 batik business owners and analysed using Structural Equation Modelling (SEM). The findings demonstrate that e-business adoption within the batik industry is positively associated with both Market Orientation and Social Entrepreneurial Orientation. Moreover, the implementation of e-business significantly enhances the overall

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performance of batik enterprises. These results offer valuable insights for both governmental bodies and industry stakeholders, illustrating how the adoption of e-business can serve as a strategic imperative for both modern and traditional enterprises. Furthermore, the study reveals that the ambidextrous sales performance of a firm benefits substantially from the combined influence of Market Orientation, Social Entrepreneurial Orientation, and e-business adoption. Future research is encouraged to incorporate additional variables that may influence company performance but were not addressed in the current study. Alternatively, researchers may consider employing different methodological approaches or investigating novel moderating variables that offer unique insights within the industry.

**Keywords:** E-Business, Sales Performance, Market Orientation, Social Entrepreneurial Orientation.

## INTRODUCTION

The batik industry has a demonstrable impact on Indonesia's national income, contributing substantially to the economic advancement of the country through the expansion of the creative industries. As a distinctive element of cultural heritage, the batik industry not only generates high-value artistic products but also significantly supports domestic income growth. [Siregar et al. \(2020\)](#) assert that the batik industry contributes meaningfully to national revenue, particularly through export expansion and increased domestic sales. Moreover, data from Indonesia's Central Bureau of Statistics revealed that in 2020, the export value of batik reached a noteworthy level, making a considerable contribution to the nation's foreign exchange income. With its strong appeal as a flagship product within the creative economy, the batik sector remains a vital source of national revenue.

Batik, as a fashion and craft product that embodies national pride and cultural identity, is traditionally produced through hand-drawing, painting, and stamping techniques ([Prasetyo, 2016](#)). These three forms of batik are created manually, making the production process time-consuming and the products relatively costly. However, with technological advancements, printed textiles with batik-like motifs have emerged, though these lack the intrinsic cultural and artisanal value of genuine batik. This modern method enables the mass production of batik-patterned fabrics at a faster rate and significantly lower cost compared to stamped or especially hand-written batik ([Nawawi, 2018](#); [Setiawati, 2011](#)).

The production value of batik in Indonesia reached 407.5 billion rupiah per month in 2020, underscoring the significant contribution of this industry to the national economy. This remarkable level of production is supported by a workforce comprising 37,093 individuals employed within the batik sector ([Siregar et al., 2020](#)). Furthermore, Indonesia's batik export revenues represent a vital component of the country's foreign

exchange earnings. According to data from the Central Statistics Agency, the value of batik exports in the same year reached a considerable level, reaffirming the sector's importance in supporting national economic stability. Although export revenues from batik products may fluctuate annually, the sustained contribution of this industry confirms its strategic role within Indonesia's broader economic framework. To enhance export sales and marketing performance, the batik industry must adopt targeted strategies and identify the factors influencing marketing effectiveness. Prior research indicates that technology adoption significantly impacts marketing performance (Alzyadat et al., 2017). Enterprises that effectively utilise technological advancements experience improvements in marketing outcomes. Consequently, the implementation of e-business in the batik industry is anticipated to positively influence the sector's overall performance.

This study aims to provide empirical evidence and a comprehensive exploration of the relationships between market orientation, e-business adoption, and ambidextrous sales performance within the batik industry. Specifically, it investigates how market orientation influences both e-business adoption and ambidextrous sales performance; how social entrepreneurial orientation is associated with e-business adoption and ambidextrous sales performance; and how e-business adoption, in turn, correlates with ambidextrous sales performance in the batik industry. This study outlines research that is anticipated to make meaningful contributions to the revitalisation of the batik industry through the adoption of e-business. The novelty of the research is encapsulated in four distinct dimensions, detailed as follows:

### **Empirical Novelty**

The study seeks to address gaps in prior research by incorporating underexplored variables, thereby enriching the existing body of knowledge. While earlier studies have focused on aspects of technology adoption within the batik industry, they have often overlooked operational efficiency and the cultural and environmental sustainability factors that may critically influence the success of e-business initiatives in this sector.

### **Methodological Novelty**

The research presents a methodological advancement through the application of SEM. This analytical approach allows for an in-depth examination of the interrelationships among market orientation, social entrepreneurial orientation, and e-business adoption in relation to ambidextrous sales performance within the batik industry.

### **Applied Novelty**

From an applied perspective, this study proposes the integration of advanced technologies, such as artificial intelligence and blockchain, into the batik business via e-business platforms. The utilisation of these technologies is aimed at enhancing

operational efficiency, transparency, and security throughout the production, distribution, and marketing processes.

## **Contextual Novelty**

While previous research on e-business adoption has largely concentrated on sectors that are relatively modern and generalised, this study distinguishes itself by focusing on a traditionally oriented industrial segment. The application of e-business in such a conventional context introduces a novel dimension to the discourse on digital transformation within culturally rooted industries.

## **THEORETICAL REVIEW**

### **Firm Performance**

Resource-based theory (RBT), introduced to highlight the role of resources in enhancing company performance, links resource and product development to both technology and customer relations, aligning with technological and marketing processes (Barney, 1991; Chakravarti, 1991; Zang & Li, 2017). Performance improves through market adaptation as a competitive advantage. Company performance reflects success in launching new products and market expansion, often measured via sales growth and market share (Pelham & Wilson, 1995). It quantifies organisational goal achievement using indicators like marketing, finance, HR, and operations (Arduyan, 2016). Strategically, performance includes all organisational activities and is shaped by firm-specific, industry, and environmental factors (Samsonowa & Samsonowa, 2012). Firms now distinguish between marketing exploitation and exploration, recognising their distinct roles in leveraging market-based assets and formulating strategies (Ho & Lu, 2015; Kyriakopoulos & Moorman, 2004; Vorhies et al., 2011). Exploitation reflects existing market knowledge and expertise, while exploration focuses on new, unconventional insights (Ho & Ganesan, 2013).

Firm performance is inextricably linked to marketing outcomes and ambidextrous sales performance. In a corporate context, Ambidextrous Sales Performance is conceptualised through the dimensions of sales exploration performance, sales exploitation performance, and market flexibility. Within this study, the Ambidextrous Sales Performance variable is understood as the effectiveness of the batik sales process in simultaneously developing internal capabilities (exploration) and leveraging digital capacities (exploitation) in a cohesive and integrated manner. The dimensions most relevant to this construct, particularly in the context of the batik industry, are sales exploration performance, sales exploitation performance, and market flexibility. This study presents several innovative contributions, particularly in its investigation of the interrelationships between Social Entrepreneurial Orientation and Market Orientation, with e-business adoption serving as a mediating variable influencing Ambidextrous

Sales Performance. Notably, no prior research has examined these relationships using the SEM approach, marking a methodological advancement in this field of inquiry.

## **E-Business Adoption**

The Technology-Organisation-Environment (TOE) framework highlights the role of innovation and technology adoption within firms (Chong & Olesen, 2017; Tornatzky & Fleischer, 1990). Technology adoption refers to using new technologies to improve service delivery and overall performance (Tsumake & Swart, 2019), encompassing knowledge, systems, tools, and processes required for product or service provision. In this study, e-business adoption in the batik industry is defined as the process of accepting, recognising, absorbing, and applying previously unused technologies. E-business platforms may include e-commerce websites, online sales channels, and social media-based marketing. E-business adoption is best described using the technology context (trust in technology improves product delivery, communication, and relationships), the organisation context (enthusiasm, available resources, financial capacity, and technological competence), and the environment context (competitive, consumer, and supplier pressures, and institutional support).

## **Market Orientation**

Market orientation provides a practical framework through which firms can achieve the competitive advantage articulated in the Resource-Based View (RBV) (Tokarczyk et al., 2007). An organisation that is market-oriented actively seeks to understand customer needs—both articulated and latent—and endeavours to develop optimal strategies to fulfil those needs (Kohli & Jaworski, 1990; Narver & Slater, 1990; Slater & Narver, 1995). Addressing even unrecognised or unexpressed customer demands enhances customer loyalty and long-term engagement (Jaworski & Kohli, 1996; Slater & Narver, 1999). A market-oriented firm continuously engages in learning and responding to the evolving market environment, thereby ensuring alignment with consumer expectations and preferences.

Entrepreneurial orientation positively influences market orientation, which in turn correlates positively with firm performance (Mahrous & Genedy, 2019). Furthermore, market orientation itself impacts firm performance directly and indirectly, including through Corporate Social Responsibility (CSR) initiatives (Oduro & Haylemariam, 2019; Rahman et al., 2013). Within the context of this study, market orientation is defined as the strategic posture of batik enterprises in identifying, influencing, and adaptively responding to market needs. The dimensions of market orientation relevant to this study include intelligence generation, intelligence dissemination, and responsiveness.

The intelligence generation dimension is reflected in indicators such as the frequency of consumer engagement regarding their needs, assessment of potential market disruptions from the customer's perspective, and regular market research activities. The intelligence dissemination dimension involves the frequency of internal meetings on market trends, the speed of coordination and data updates across business units, and the regularity of discussions related to consumer demands. The responsiveness dimension is characterised by prompt decision-making in response to competitor pricing changes, frequent evaluations of product development alignment with consumer expectations, swift reactions to competitive promotional activities, and timely handling of customer complaints.

### **Customer Orientation**

A customer-oriented company prioritises customer needs and satisfaction, reflecting a shift in business philosophy that recognises customer happiness as key to success (Ali et al., 2022). This involves understanding and accommodating client expectations, aiming for long-term value in products and services. As a competitive strategy, it also enhances customer gratification. In the digital era, customer orientation leverages technology and data to deepen engagement and insights (Tjahjadi et al., 2019). Detailed knowledge of consumer preferences drives companies to tailor offerings and improve the overall customer journey. This approach involves active client participation through feedback, communication, surveys, and interaction monitoring to refine products, services, and experiences.

Furthermore, customer orientation should be integrated across the entire organisation, rather than being confined to the marketing department. In a customer-oriented culture, all departments and employees recognise the importance of client satisfaction. This approach extends beyond marketing to encompass operations, product development, customer service, and other key areas. It underscores the significance of building long-term relationships with customers, as loyal clients are more likely to become brand advocates, promoting the business through word-of-mouth and social media. As organisations increasingly acknowledge the vital role of sustained customer relationships in ensuring long-term success, customer orientation evolves from a focus on individual transactions to the cultivation of enduring customer loyalty.

### **Competitor Orientation**

Competitor orientation is centred on focusing on competitors, involving the continuous monitoring and analysis of data related to their strengths, weaknesses, strategies, and market positions. For firms aiming to gain a competitive advantage within their industry, competitor orientation is essential. In this context, the analysis and monitoring of competitors enable organisations to identify market opportunities and threats posed by rivals, allowing them to adapt their strategies and make informed decisions to

strengthen their market position (Al-Hakimi et al., 2022). This orientation fosters ongoing learning about the competitive environment, which is vital for long-term success. Firms with a competitor orientation employ various methods to gather insights, including competitive intelligence, market research, and benchmarking. By understanding their competitors, organisations can adjust their marketing, product development, and positioning strategies to better meet customer needs (Crick et al., 2025). Competitor orientation also aids firms in allocating resources more effectively, addressing market gaps, and determining optimal positioning relative to competitors. However, it is crucial to strike a balance between competitor orientation and customer orientation. Focusing solely on competitors may lead to neglecting customer requirements and market dynamics.

### **Inter Functional Coordination**

Inter-functional coordination refers to the systematic collaboration and interaction between various organisational departments—such as marketing, finance, operations, and human resources—to achieve shared goals (Yao et al., 2022). It streamlines processes, facilitates information exchange, and supports cohesive decision-making. Effective coordination enhances collaboration and mutual benefits across departments by breaking down silos and promoting open communication. This collective approach enables better resource allocation, minimises duplication of efforts, and fosters innovation through the exchange of ideas (Chan, 2020). Integrating diverse perspectives also strengthens problem-solving capabilities. However, challenges may arise from differing priorities, communication gaps, and conflicting objectives. These can be mitigated through unified leadership, transparent communication, and clearly defined departmental roles (Hübnerová et al., 2020).

### **Social Entrepreneurial Orientation**

To gain a competitive advantage in the market, social entrepreneurs seek innovative ways to pool existing resources (Mair & Marti, 2006). Social entrepreneurial orientation differs from other organisational orientations due to its focus on driving social change, which leads to the creation of superior resources, as per the Resource-Based View (Hamby et al., 2017). Hu and Pang, (2013) assert that social entrepreneurial orientation refers to a company's efforts to foster an entrepreneurial mindset characterised by the pursuit of innovation, proactive behaviour, and the adoption of risk-taking strategies, often through the establishment of reciprocal partnerships. The reciprocal relationship in this context refers to the concept of reciprocating what society has received by implementing sustainable practices that provide benefits for the entire community. (Gouldner, 1960) explains reciprocity as a widely accepted social norm, whereby individuals are expected to return favours or positive outcomes with something of benefit. The establishment of a reciprocal relationship with the enterprise gives rise to the notion of social entrepreneurial orientation. As such, there exists a positive

correlation between a social entrepreneurial approach and corporate performance (Hu & Pang, 2013).

In the context of the batik industry, the relevant dimensions of social entrepreneurial orientation that support and empower the community and businesses around it include social proactiveness, risk-taking, social vision, and social entrepreneurial intention. The dimension of social proactiveness is considered the most significant as it reflects the company's tendency to actively scan the external environment and anticipate social problems, often those that are unexpected and highly uncertain (Dwivedi & Weerawardena, 2018). This dimension encompasses indicators such as a desire to improve people's lives, responsiveness to the surrounding community, and an ability to view social issues as opportunities. The social vision dimension refers to the company's capacity or motivation to recognise opportunities in the current situation, enabling it to act as an agent of social change (Halberstadt et al., 2021; Hwee Nga & Shamuganathan, 2010). In this research, the social vision dimension is defined as the batik company's ability to identify opportunities for social change within its environment. Indicators of this dimension include openness to addressing social issues, concern for social matters, willingness to meet social needs, and a commitment to making a positive impact on the social environment.

The risk-taking dimension pertains to the extent to which a company is willing to take risks to generate an impact on the environment (Gali et al., 2020; Hwee Nga & Shamuganathan, 2010). Meanwhile, social entrepreneurial intention refers to the desire and awareness to create social enterprises within the community (Hockerts, 2013). In this research, this dimension can be interpreted as the batik company's desire to foster a socially responsible entrepreneurial environment. In this study, social entrepreneurial orientation is understood as the direction or focus of batik companies to create entrepreneurial impacts and establish reciprocal relationships within their surrounding environment. The dimensions of social entrepreneurial orientation in this context are social proactiveness (indicated by a willingness to improve people's lives, responsiveness to community needs, and the ability to identify opportunities in social problems), social vision (characterised by a strong commitment to solving social issues, focus on social problems, dedication to social needs, and determination to drive change in the social environment), risk-taking (reflected by the willingness to engage in ventures that benefit low-income communities, take risks for the societal good, sacrifice for the community, and embrace risks for societal improvement), and social entrepreneurial intention (evidenced by a commitment to becoming a socially responsible organisation, pursuing social entrepreneurship as a goal, and desiring to have an entrepreneurial impact on the surrounding community).

**H1:** *Market Orientation has a positive correlation with e-business adoption in the batik industry.*

The ongoing development of the digital sector and technology has resulted in a shift in market needs and trends. Technology has become an essential component of the market, influencing various fields, including marketing, through the implementation of e-commerce platforms and social media. By leveraging technology, marketing efforts can be expanded, production timelines can be shortened, and customers can be provided with greater convenience during transactions. Previous research indicates that a company's level of market orientation positively influences its acceptance and utilisation of new technologies (Nguyen & Barrett, 2006; Polo Pena et al., 2013; Reynolds et al., 2020).

**H2:** *Market Orientation has a positive correlation with the ambidexterity sales performance in the batik industry.*

Indonesia, a country renowned for its cultural values and local wisdom, faces challenges from contemporary developments that threaten its cultural heritage. These challenges must be effectively addressed through a dynamic market orientation. Numerous studies have highlighted the significant impact of market orientation on the success of companies (Hinson et al., 2017; Migliori et al., 2019; Presutti & Odorici, 2019). Batik products, deeply rooted in traditional principles, are often perceived as outdated. To remain competitive, the batik industry must adapt to the prevailing market orientation. In response, batik entrepreneurs are increasingly adjusting their designs to align with market demands, aiming to expand their marketing reach.

**H3:** *Social entrepreneurial orientation has a positive correlation with e-business adoption in the batik industry.*

Innovation, opportunity recognition, and the mobilisation of resources for technological solutions are fundamental aspects of entrepreneurship that social entrepreneurs consistently engage in (Ratinho et al., 2015). Economic growth induces shifts in focus, with social entrepreneurs positioned to reap substantial benefits by leveraging technology to gain a competitive edge (Prahalad & Ramaswamy, 2004). The productivity of entrepreneurship-oriented organisations and their partners has been enhanced through two-way communication technology on social media platforms, which facilitate collaborative activities (Lacka & Chong, 2016; Singaraju et al., 2016).

**H4:** *Social Entrepreneurial orientation has a positive correlation with the ambidexterity sales performance in the batik industry.*

The influence of entrepreneurial orientation on organisational performance is generally considered to be positive (Hult et al., 2004; Wiklund, 1999; Wiklund & Shepherd, 2005). Social entrepreneurial orientation has been shown to positively impact company performance (Hu & Pang, 2013). By pursuing corporate social objectives, companies

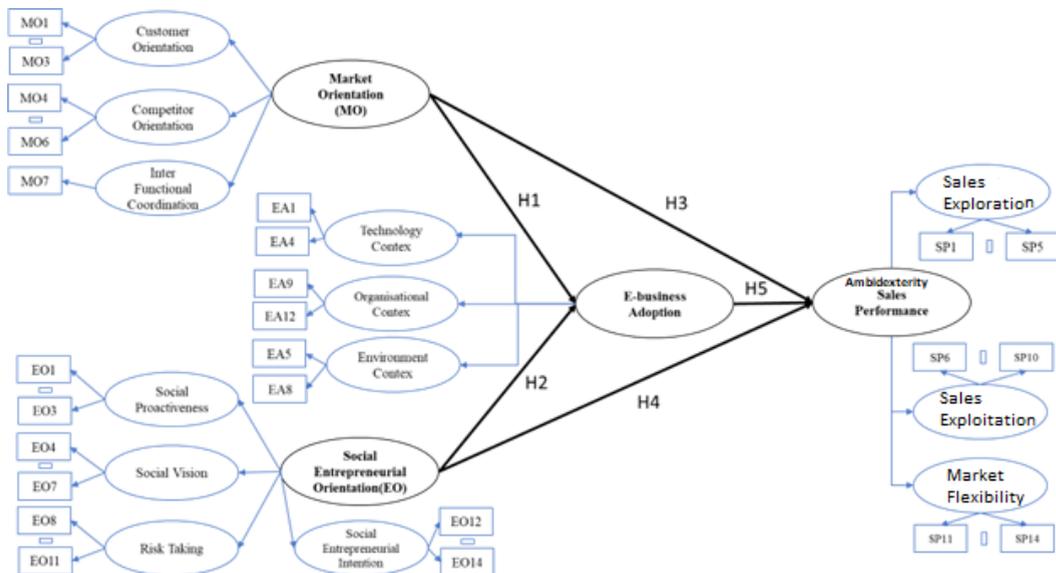
generate social value, which subsequently contributes positively to overall company performance (Albert et al., 2016).

**H5:** *E-business adoption has a positive correlation with the ambidexterity sales performance in the batik industry.*

Technology has become an integral part of various sectors, playing a crucial role in enhancing ambidextrous sales performance. Its significance in marketing, production, and the exchange of information and knowledge is undeniable. In particular, the adoption of e-business technologies has a substantial impact on the effectiveness of marketing strategies. When effectively utilised, technology can improve organisational performance (Alghamdi & Bach, 2014; Alzyadat et al., 2017). In the context of the batik industry, adopting e-business technologies is expected to enhance its overall performance.

## Research Framework

The research framework is outlined in Figure 1 based on the formulated hypotheses.



**Figure 1:** Hypothesis Framework

## RESEARCH METHODOLOGY

Shahzad et al. (2018) assert that descriptive research involves observing the current state of the subject, with surveys and other inquiries supporting hypothesis testing and further investigation. This study adopts a quantitative approach, aiming to test the established hypotheses. Quantitative research methodologies rely on numerical data derived from scale measurements of the study's variables. As previously explained, the research

employs a quantitative descriptive approach. The descriptive method is a deliberate and systematic effort to address a research problem and gather comprehensive and in-depth information about a phenomenon, using a quantitative approach at various stages of the study. The research is explanatory in nature, aiming to explain the cause-and-effect relationships between variables through hypothesis testing. The data collected in this study is cross-sectional, meaning it is gathered at a specific point in time, with no repetition. Primary data was obtained from questionnaires distributed to 377 respondents, including owners, directors, or individuals responsible for managing the businesses. The questionnaire employed a Likert scale ranging from 1 to 6: (1) strongly disagree, (2) disagree, (3) somewhat disagree, (4) quite agree, (5) agree, and (6) strongly agree (Barua, 2013). Secondary data were sourced from various written materials provided by the Ministry of Cooperatives and SMEs, the Ministry of Tourism and Creative Economy, the Central Bureau of Statistics, and associations related to the batik industry under investigation.

## ESTIMATIONS

### Market Orientation Variable

Market orientation serves as an exogenous variable in this study. It is represented by three dimensions, encompassing 10 indicators that are utilised for analysis. The results pertaining to the validity and reliability of this variable are presented in Table 1.

**Table 1: Market Orientation**

Dimension	Indicator	SLF	Error	T -Values	C.R	AVE	Validity	Reliability
Customer Orientation	MO1	0.878	0.771	-	0.907	0.764	Valid	Reliable
	MO2	0.864	0.746	23.720			Valid	
	MO3	0.88	0.774	24.644			Valid	
Competitor Orientation	MO4	0.884	0.781	-	0.908	0.766	Valid	
	MO5	0.867	0.752	24.154			Valid	
	MO6	0.875	0.766	24.671			Valid	
Inter Functional Coordination	MO7	0.885	0.783	-	0.932	0.774	Valid	
	MO8	0.875	0.766	24.773			Valid	
	MO9	0.872	0.760	24.579			Valid	
	MO10	0.886	0.785	25.483			Valid	

The results presented in Table 1 indicate that the SLF values for all indicators exceed 0.5, and the t-count values are above 1.96, signifying that all indicators are valid. Furthermore, the values of CR and AVE for each dimension of this variable exceed 0.9 and 0.5, respectively. Therefore, it can be concluded that the market orientation variable is reliable.

### Social Entrepreneurial Orientation

Social entrepreneurial orientation, as the second exogenous variable in this research, comprises 4 dimensions and includes 14 indicators as shown in Table 2. These dimensions and indicators are integral to understanding the role of social entrepreneurial orientation within the study's framework.

**Table 2: Social Entrepreneurial Orientation**

Dimension	Indicator	SLF	Error	T Values	C.R	AVE	Validity	Reliability
Social Proactiveness	EO1	0.867	0.752	-	0.912	0.774	Valid	Reliable
	EO2	0.883	0.780	22.944				
	EO3	0.890	0.792	23.255				
Social Vision	EO4	0.873	0.762	-	0.927	0.760	Valid	
	EO5	0.887	0.787	24.429				
	EO6	0.865	0.748	23.222				
	EO7	0.861	0.741	22.993				
Risk Taking	EO8	0.874	0.764	-	0.932	0.773	Valid	
	EO9	0.878	0.771	24.026				
	EO10	0.895	0.801	25.024				
	EO11	0.870	0.757	23.562				
Entrepreneurial Intention	EO12	0.84	0.000	-	0.893	0.735	Valid	
	EO13	0.873	0.762	21.498				
	EO14	0.859	0.787	20.926				

### E-Business Adoption

E-business adoption serves as the mediator variable in this study, encompassing 3 dimensions and 12 indicators. The validity and reliability of this variable are presented in Table 3, which demonstrates the measurement's consistency and accuracy.

**Table 3: E-business Adoption**

Dimension	Indicator	SLF	Error	T-Values	C.R	AVE	Validity	Reliability
Technology Context	EA1	0.882	0.778	-	0.930	0.767	Valid	Reliable
	EA2	0.870	0.757	24.528				
	EA3	0.879	0.773	25.074				
	EA4	0.873	0.762	24.695				
Environment Context	EA5	0.865	0.748	-	0.924	0.753	Valid	
	EA6	0.862	0.743	23.321				
	EA7	0.878	0.771	24.168				
	EA8	0.866	0.750	23.536				
Organisational Context	EA9	0.863	0.745	-	0.924	0.751	Valid	
	EA10	0.876	0.767	23.918				
	EA11	0.874	0.764	23.819				
	EA12	0.854	0.729	22.749				

The SLF values for the social entrepreneurial orientation variable exceed 0.5, and the t-count is above 1.96, indicating that all the indicators within this variable are valid. Furthermore, the CR and AVE values for each dimension of the variable are above 0.7 and 0.5, respectively. As a result, it can be concluded that the variables for all dimensions of social entrepreneurial orientation are reliable.

### Variable Ambidexterity Sales Performance

Ambidexterity Sales Performance in this study serves as the endogenous (dependent) variable. It comprises 3 dimensions and 15 indicators. The results of the validity and reliability tests for this variable can be found in Table 4. Based on the SLF values, ambidexterity in sales performance demonstrates validity. Furthermore, with CR and AVE values exceeding 0.7 and 0.5 respectively, all dimensions of the ambidexterity sales performance construct can be considered reliable. The findings indicate a significant correlation between market orientation and e-business adoption. A strong market focus greatly facilitates the adoption of new technologies. Additionally, the ambidexterity sales performance of an organisation is notably enhanced by an emphasis on market orientation, customer engagement, and the adoption of e-business practices.

**Table 4: Ambidexterity Sales Performance**

Dimensions	Indicators	SLF	Error	T Values	C.R	AVE	Validity	Reliability
Sales Exploration	SP1	0.893	0.797	-	0.942	0.765	Valid	Reliable
	SP2	0.885	0.783	26.350				
	SP3	0.823	0.677	22.499				
	SP4	0.884	0.781	26.306				
	SP5	0.885	0.783	26.368				
Sales Exploitation	SP6	0.830	0.689	-	0.932	0.732	Valid	
	SP7	0.889	0.790	22.623				
	SP8	0.869	0.755	21.758				
	SP9	0.897	0.805	23.001				
	SP10	0.789	0.623	18.623				
Market Flexibility	SP11	0.893	0.797	-	0.949	0.787	Valid	
	SP12	0.884	0.781	26.178				
	SP13	0.892	0.796	26.709				
	SP14	0.881	0.776	25.982				
	SP15	0.886	0.785	26.32				

In Table 5, Both MO and EO show strong direct effects resulting in positive impacts on Environmental Adaptability (EA) through their significant association with EA ( $\beta = 0.502$  and  $\beta = 0.514$ , respectively, with substantial t-values ( $t = 7.213$  and  $t = 8.133$ )). Research evidence reveals that MO boosts strategic performance by 0.402 while EA also exhibits elevated strategic performance by 0.311. The tested negative relationship between EO and SP receives no statistical support through the study results ( $\beta = -0.123$ ,  $t = -1.294$ ). According to research results, strategic outcomes benefit the most from MO

and EA, whereas EO shows questionable effects on work performance.

**Table 5: Hypotheses Test**

Hypotheses	Path Coefficient	T-Value	Result
H1 : MO + → EA	0,502	7,213	H1 Accepted
H2 : EO + → EA	0,514	8,133	H2 Accepted
H3 : MO + → SP	0,402	4,986	H3 Accepted
H4 : EO - → SP	-0,123	-1,294	H4 Rejected
H5 : EA + → SP	0,311	3,980	H5 Accepted

## DISCUSSION

### Correlation between Market Orientation and E-Business Adoption

Market orientation shows a significant correlation with e-business adoption. This study reinforces previous research, which highlights that a company's market orientation positively influences the acceptance and utilisation of new technology (Mamun et al., 2018; Nguyen & Barrett, 2006; Polo Pena et al., 2013; Reynolds et al., 2020) . The shifting market demands and ongoing pandemic conditions have prompted market-oriented MSMEs to seek methods to sustain their operations. One effective approach is expanding sales channels and exploring new opportunities through e-business adoption.

### Correlation of Market Orientation with Ambidexterity Sales Performance

The study found a significant correlation between market orientation and ambidextrous sales performance. Consistent with prior research, this investigation affirms that market orientation plays a crucial role in influencing business outcomes (Hinson et al., 2017; Mahmoud, 2016; Presutti & Odorici, 2019). While batik products have traditionally been viewed as outdated and old-fashioned, market-oriented batik companies are adapting to market demands by developing contemporary models that appeal to younger consumers. This approach enables companies to simultaneously explore new market opportunities while continuing to exploit their existing ones.

### Correlation of Social Entrepreneurial Orientation with E-Business Adoption

There is a strong correlation between e-business adoption and SEO. Previous studies have shown that bidirectional communication technologies, particularly on social media platforms, enable entrepreneurship-oriented organisations to collaborate effectively under favourable conditions (Lacka & Chong, 2016; Singaraju et al., 2016). SEO plays a pivotal role in enhancing e-business adoption within the batik industry. SEO refers to an organisation's commitment to addressing societal issues while simultaneously pursuing economic opportunities. In the context of the batik industry—a traditional textile sector representing cultural heritage and artisanal craftsmanship—SEO is not solely focused on profit generation. It also encompasses the responsibility to ensure

social and environmental welfare. Batik entrepreneurs with an SEO mindset are driven to adopt digital platforms because they recognise the potential of e-business to stimulate economic growth while preserving and promoting cultural values embedded in batik production.

Adopting e-business allows batik businesses to expand their market reach, engage with global audiences, and generate a positive social impact. Studies indicate that SEO encourages batik businesses to adapt digital technologies, incorporate e-commerce strategies, and market their products digitally while remaining aligned with their social and cultural values. This approach not only facilitates wider market penetration but also strengthens social awareness of batik culture and sustainability. Ultimately, this strategy reinforces both social and economic goals, making the adoption of e-business a strategic decision that supports the sustainable development of the batik industry. Thus, the integration of SEO with e-business adoption characteristics in the batik sector drives economic growth while safeguarding an important cultural heritage, ensuring long-term sustainability (Mulyaningsih, 2020).

### **Correlation of Social Entrepreneurial Orientation with Ambidexterity Sales Performance**

The results suggest that SEO does not correlate positively with ambidextrous sales performance. In fact, the relationship values observed are negative or contrary. This finding aligns with previous research by (Gali et al., 2020), which indicates that SEO may have a negative influence on company performance, particularly financial performance. Additionally, SEO does not have an immediate impact on performance, as shown in studies by Prayukvong and Hoopes (2016) and Santos (2012). The batik industry is characterised by its emphasis on empowering the local community through entrepreneurship. However, this empowerment is typically driven by a sense of social responsibility and concern for the community, rather than a direct aim to improve marketing performance. Consequently, while SEO plays a significant role in fostering social and environmental welfare, it may not always translate into immediate or direct improvements in sales or overall performance within the batik industry.

### **Correlation Between E-Business Adoption and Ambidexterity Sales Performance**

The direct effect of technology adoption positively influences a company's ambidexterity sales performance. The findings indicate that e-business adoption is positively correlated with improved sales performance. Through e-business, new markets can be accessed and explored, enhancing product sales. For the batik industry, this means expanding beyond domestic boundaries to reach broader, even international, markets.

## CONSLUSION AND IMPLICATION

This study successfully addresses the core issue of identifying factors influencing performance through a theoretically grounded model validated by empirical data. Market orientation shows a positive correlation with e-business adoption. MSMEs that focus on market needs are more likely to adopt technologies aligned with current customer demands. By prioritising market orientation, companies gain insight into customer preferences, highlighting the importance of adopting e-business to access wider markets. Market orientation also enhances ambidexterity sales performance, enabling MSMEs to expand and compete in broader markets. While socially entrepreneurial orientation does not significantly affect ambidexterity sales performance, it positively influences technology adoption. This indicates that although social entrepreneurship may not directly drive sales, it fosters e-business adoption, which in turn improves sales performance. Batik business owners noted efforts to encourage peers to embrace e-business, demonstrating traditional businesses' responsiveness to customer needs. E-business adoption significantly boosts ambidexterity sales performance by transforming operations, expanding market reach, and improving customer engagement. Integrating digital platforms increases sales efficiency, broadens market access, and enhances customer interaction. MSMEs adopting e-business are no longer limited by physical presence; they can operate anytime and anywhere, directly enhancing sales outcomes.

This research contributes to the field of strategic management by examining the roles of social entrepreneurial orientation, market orientation, e-business adoption, and firm sales performance. Although limited to these variables, the findings offer valuable insights for both government and industry stakeholders, highlighting e-business adoption as a crucial strategy for enhancing company performance. Importantly, this impact extends beyond modern enterprises to include traditional businesses, with e-business serving as a pivotal factor in the revitalisation of the Batik industry.

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