

GENDER DIFFERENCES ON DIGITAL MARKETING TO BUSINESS PERFORMANCE

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Abstract

The rapid digital transformation has significantly altered business landscapes, particularly affecting Micro, Small, and Medium Enterprises (MSMEs) operations and performance. While digital marketing adoption is crucial for business sustainability, however gender-based differences in entrepreneurial behaviors and technology adoption patterns remain underexplored. Understanding how entrepreneurial orientation and market orientation influence digital marketing utilization among male and female entrepreneurs is essential for developing targeted business support strategies and enhancing the competitiveness of MSMEs in the digital economy. The results of this study indicate that female entrepreneurs exhibit stronger entrepreneurial orientation and market orientation, leading to a significant influence of both variables on the utilization of digital marketing and business performance. In contrast, for male entrepreneurs, entrepreneurial orientation does not influence the use of digital marketing and business performance. Additionally, market orientation does not affect the utilization of digital marketing but does impact business performance.

Keywords: *entrepreneurial orientation; market orientation; digital marketing; business performance; MSMEs; gender differences*

INTRODUCTION

The growth of MSMEs in Indonesia is rapid and increasingly diverse. According to the Ministry of Cooperatives and SMEs (KemenKopUKM, 2023), Indonesia had over 8.71 million MSMEs, which represent more than 97% of all businesses and contribute approximately 61.1% to the national GDP. This substantial growth, not only highlighting the economic importance of MSMEs but also the challenges they face in adapting to the digital economy. The rapid development of technology significantly influences businesses of all sizes. The use of technology enhances the speed and efficiency of business operations and plays a vital role in maintaining competitiveness and resilience. However, digital adoption among MSMEs remains limited. A survey by the Asian Development Bank (ADB) in 2022 revealed that only 27% of Indonesian MSMEs has fully integrated digital tools into their operations. Most of these businesses rely on basic social media use and lack comprehensive digital infrastructure such as e-commerce platforms, customer analytics, and automation. This technological gap limits growth potential and negatively impacts performance outcomes in a competitive environment.

Digitalization has become a crucial aspect of business operations, transforming traditional methods and enhancing interactions with customers and stakeholders. The use of digital media in business activities

has changed competitive dynamics and influenced consumer behavior (Nuseir & Aljumah, 2020). To thrive in the digital era, MSMEs must not only adopt technology but also strengthen their strategic orientations. Market orientation and entrepreneurial orientation are associated with improved business performance. Market orientation enables businesses to anticipate customer needs, monitor competitors, and coordinate across departments, contributing to stronger positioning and long-term performance (Šályová et al., 2015; Shourah, 2021). Puspaningrum (2020) emphasizes the importance of integrating market orientation into marketing strategies, focusing on customer orientation, competitor orientation, and inter-functional coordination, while also fostering product innovation.

Furthermore, e-marketing orientation, which involves aligning digital capabilities with marketing objectives, has been shown to positively influence the performance of online SMEs (Asheq et al., 2021). Digital marketing plays a pivotal role in improving marketing performance by enhancing brand awareness, reaching broader audiences, and engaging customers more interactively (Munir et al., 2023; Jung & Shegai, 2023). The Internet of Things (IoT) also moderates the impact of digital marketing by providing real-time customer data and enabling more responsive decision-making (Wasim et al., 2024). Empirical findings reinforce the value of digital strategies. For instance, Kurtishi (2024) found that the implementation of digital marketing among SMEs led to a 35% increase in customer engagement and a 25% rise in sales revenue. These results illustrate the effectiveness of digital tools when integrated with strategic orientation. Despite these advancements, one critical dimension remains underexplored: the role of female entrepreneurs in leveraging these digital and strategic tools. While women represent more than 50% of MSME owners in Indonesia (BPS, 2023), existing research predominantly focuses on male-led enterprises. This presents a significant research gap concerning how female entrepreneurs utilize entrepreneurial orientation, market orientation, and digital marketing to drive business performance, and how gender-specific challenges or advantages may influence the adoption and effectiveness of such strategies.

Entrepreneurship is seen as an opportunity to drive growth and aid employment in many countries. However, women's willingness to start their own businesses depends on socio-cultural conditions and societal supports. This indicates that women entrepreneurs in share many similarities in terms of economy transition, development, and advancement, but they differ in aspects such as their motivation to become entrepreneurs and problem-solving skills. Women entrepreneurs contribute to poverty alleviation, job creation, and the overall prosperity of the country. However, women establish businesses less frequently compared to men (Longoria, 2018). On average, women may develop a lower variety of skills compared to men (Spanjer & van Witteloostuijn, 2017). Small businesses, including those led by women, have shown an equal likelihood of success compared to those led by men (Watson, 2020). Women often start small businesses more frequently, often due to challenges in securing project funding and a lack of specialized skills (Ghouse et al., 2017). Likewise, the size and risk propensity of the company have been shown to influence the growth of female-led entrepreneurial ventures compared to those led by men (Chaudhuri et al., 2020).

The main factors identified to have driven women to leave their jobs for business ownership include the need for personal growth, independence, and economic outcomes. Passion for business, listening and communication skills, as well as self-discipline, are the most common personal skills. In addition, key entrepreneurial skills exhibited include self-confidence, leadership, creative problem-solving, efficiency and effectiveness in executing plans, entrepreneurial and business knowledge, analytical skills, balancing personal life with business, and flexibility. Challenges faced include a lack of professional staff, general staff, development and growth issues, financial constraints due to high overhead costs, and a lack of consultation advice from experts (Xavier, Ahmad, Nor, & Yusof, 2012). For example, female entrepreneurs in Serbia face significant barriers in their daily business activities, particularly regarding the difficulty in accessing necessary information about markets, potential technologies, and even potential sources for their business financing. At the same time, they deal with family matters and other social norms within the communities they live in (Jovanovic & Lazic, 2018). Recent research on rural women entrepreneurs in Bangladesh has identified significant challenges such as social, cultural, financial, and skill-related barriers in sustaining family businesses (Rahman et al., 2022).

Becoming an entrepreneur is a relatively new phenomenon for women in Algeria. Most female entrepreneurs are still young, comparable to university students. They struggle to start their own businesses as entrepreneurs or establish micro-enterprises, typically employing 1 to 5 individuals, mainly from their families, and working informally (Ghiat, 2018). In Germany and France, there is no gender difference between female and male entrepreneurs, and there is also no difference in life satisfaction. More men succeed in their businesses compared to women (Eib & Siegert, 2019).

Entrepreneurship presents challenges for women, even within the rapidly digital technology landscape. Highlighting three main gender gaps in entrepreneurship (participation gap, wage gap, and leadership gap), in addition to work-life imbalance (Kamberidou, 2020). While no significant difference exists between female and male entrepreneurs, variations in entrepreneurial values and organizational networks can influence the success and victory of female entrepreneurs (Aditya, Ketut, & Agustin, 2022). Female entrepreneurs often exhibit a tendency to avoid risks in their investment decisions (Baig, 2021). Through e-commerce, women entrepreneurs can enter the technological world of marketing. Thus, digital business is considered an effective avenue to enhance the potential of women in business (Hazudin, 2021). Women entrepreneurs must be motivated and ready to face challenges in running their businesses (Rizvi et al., 2023). By finding supportive communities, women entrepreneurs can find their communities to take control of their own destinies.

Women's entrepreneurship serves a foundation for advancing sustainable development goals. It fosters innovation by generating new products and services, as well as inspiring ideas for future generations to address business challenges (Mahajan and Bandyopadhyay, 2021). Women who manage their own businesses can significantly contribute to sustainable development (Agarwal et al., 2020; Diaz-Sarachaga & Ariza-Montes, 2022; Esteves et al., 2021; Mazhar et al., 2022; Shkabatur et al., 2022), promote innovation (Brush et al., 2022), accelerate job opportunities (Lindvert et al., 2017), enhance innovation and social mobility (Suseno & Abbott, 2021), reduce poverty (Trivedi & Petkova, 2021), and facilitate career success (Cho et al., 2020). Encouraging female business ownership is essential in any society striving for high levels of development, as it allows women to realize their full potential and benefit from economic growth. This is crucial for any society seeking to achieve high overall levels of development.

Despite the increasing literature on the impact of digitalization, market orientation, and entrepreneurial orientation on SME performance, few studies have examined the interplay of these variables specifically within the context of female entrepreneurs in Indonesia, a demographic increasingly contributing to national economic resilience while facing multifaceted challenges. This study offers a novel contribution by integrating digital marketing orientation and market orientation with gender-specific entrepreneurial dynamics, thereby addressing a gap in understanding how digitalization empowers or restricts women-led MSMEs in emerging economies. Moreover, although digital technology adoption and its effect on business performance have been widely studied, the moderating role of gender, particularly female entrepreneurial orientation, in influencing digital marketing effectiveness and market responsiveness remains underexplored. Therefore, this study seeks to incorporate a comparative insights from various international contexts such as Serbia, Bangladesh, and Algeria while focusing on the unique socio-cultural landscape of Indonesian women entrepreneurs. The findings are expected to offer theoretical advancements in entrepreneurship studies and practical guidance for policymaking aimed at strengthening digital-based women entrepreneurship in developing countries.

METHODS

This study employed a quantitative approach to examine 204 MSME entrepreneurs in West Java, Indonesia, comprising 72 male and 132 female participants.. Data collection utilized structured questionnaires measuring several constructs: Entrepreneurial Orientation (Innovativeness, Risk-taking, Proactiveness, Autonomy); Market Orientation (Customer Orientation, Competitor Orientation, Interfunctional Coordination); Digital Marketing Utilization (accessibility, interactivity, entertainment,

credibility dan informativeness); and Business Performance (Profitability, Liquidity, Sales Performance). These constructs were assessed using validated and reliable instruments, with validity and reliability tests conducted to ensure data quality. Due to sample size considerations, multiple regression analysis was applied for the male entrepreneur group ($n < 100$), while Structural Equation Modeling using Partial Least Squares (SEM-PLS) was employed for the female group ($n > 100$). SEM-PLS was selected due to its suitability for exploratory research with complex models and relatively small sample sizes, as well as its ability to handle measurement errors and test latent constructs simultaneously. A purposive sampling technique was adopted to select participants who actively operated MSMEs and used digital platforms in their business operations.

RESULTS

Table 1 presents the characteristics of the respondents involved in this study, covering gender, age group, education level, business duration, and business sector. This demographic information is essential to provide context and insights into the background of the respondents, which may influence their perceptions and decision-making within the scope of the research.

Table 1. Respondent characteristics

No	Characteristic	Category	Number	Percentage (%)
1	Gender	Male	72	35.29%
		Female	132	64.71%
2	Age Group	< 25 years old	20	9.80%
		25–35 years old	85	41.67%
		36–45 years old	65	31.86%
		> 45 years old	34	16.67%
		Primary/Junior High	15	7.35%
3	Education Level	High School	92	45.10%
		Diploma	28	13.73%
		Bachelor's Degree	60	29.41%
		Postgraduate	9	4.41%
4	Business Duration	< 1 year	18	8.82%
		1–3 years	70	34.31%
		4–6 years	61	29.90%
		> 6 years	55	26.96%
		Culinary	74	36.27%
5	Business Sector	Fashion	38	18.63%
		Services	32	15.69%
		Handicrafts	28	13.73%
		Others	32	15.69%
6	Marital Status	Single	48	23.53%
		Married	145	71.08%
		Divorced/Widowed	11	5.39%
		< Rp1 million	25	12.25%
7	Monthly Business Income	Rp1–5 million	96	47.06%
		Rp5–10 million	60	29.41%
		> Rp10 million	23	11.28%
		Social Media	154	75.49%
8	Technology Use	Own Website	37	18.14%
		Not using technology yet	13	6.37%
9	Business Training	Yes	87	42.65%
		No.	117	57.35%

Table 1 portrays respondents as predominantly productive-age females operating in the culinary sector, with mid-level education and active social media usage for business, though participation in training programs remains an area for improvement.

Table 2. Loading Factor Model 1 For Male Entrepreneurs

Variable	Indicator	Loading Factor
EO (Entrepreneurial Orientation)	EO1	0.76
	EO2	0.79
	EO3	0.75
	EO4	0.84
MO (Market Orientation)	MO1	0.68
	MO2	0.70
	MO3	0.83
	DM1	0.79
DM (Digital Marketing)	DM2	0.69
	DM3	0.73
	DM4	0.81
	DM5	0.81
BP (Business Performance)	BP1	0.66
	BP2	0.70
	BP3	0.80

Source: LISREL 2022 Output Results

This Structural Equation Modeling (SEM-PLS) model illustrates the relationships among four main constructs: Entrepreneurial Orientation (EO), Market Orientation (MO), Digital Marketing (DM), and Business Performance (BP). Each construct was measured by several indicators, with loading factor values representing the strength of each indicator's contribution to its respective construct.

Table 3. Overall Model Fit Test (Goodness of Fit) Model 1 for Male Entrepreneurs

GOF	Acceptable Fit Level	Model Index	Remarks
<i>Chi-Square</i>	The smaller, the better ($p\text{-value} \geq 0,05$)	($p=0,00$)	Good
NCP	The smaller, the better	4,00	Good
GFI	$GFI \geq 0,90$ <i>good fit</i>	0,85	Good
RMR	$RMR \leq 0,05$ <i>good fit</i>	0,10	Good
RMSEA	$RMSEA \leq 0,05$ <i>good fit</i>	0,07	Good
ECVI	Small values close to saturated ECVI	4,00	Good
NFI	$NFI \geq 0,90$	0,85	Good
NNFI	$NNFI \geq 0,90$	0,84	Good
CFI	$CFI \geq 0,90$	0,84	Good
IFI	$IFI \geq 0,90$	0,85	Good
RFI	$RFI \geq 0,90$	0,85	Good
AGFI	$AGFI \geq 0,90$	0,85	Good
PGFI	Higher values are better	0,87	Good

Source: Lisrel 2022 Output Results

Table 3 presents the results of the Overall Model Fit Test (Goodness of Fit) using various fit indices derived from LISREL 2022 output. Overall, despite a few indices not reaching their optimal thresholds, the model is considered to have a generally acceptable fit, supporting its use for further analysis. Based on the hypothesis testing results, the findings can be summarized as Table 4.

Table 4. Hypothesis Testing Results Model 1 for Male Entrepreneurs

Hypothesis	Path	t-value	Conclusion
H ₁	Entrepreneurial Orientation → Digital Marketing	1,31	Rejected
H ₂	Market Orientation → Digital Marketing	1,51	Rejected
H ₃	Entrepreneurial Orientation → Business Performance	0,90	Rejected
H ₄	Market Orientation → Business Performance	4,09	Accepted
H ₅	Digital Marketing → Business Performance	6,02	Accepted

Source: Lisrel 2022 Output Results

The results of the hypothesis testing indicate that not all proposed relationships among the variables are statistically significant. Specifically, entrepreneurial orientation does not have a significant effect on digital marketing. This suggests that the tendency of entrepreneurs to innovate, take risks, and be proactive does not directly influence their adoption or utilization of digital

marketing strategies. Likewise, market orientation does not significantly affect digital marketing, as the corresponding t-value is also below the threshold. This implies that even though entrepreneurs may have a strong understanding of customer needs and market trends, this orientation does not necessarily translate into the use of digital platforms for marketing purposes. Furthermore, the relationship between entrepreneurial orientation and business performance is also found to be insignificant, meaning that having an entrepreneurial mindset alone is not enough to enhance overall business outcomes such as profitability, sales growth, or customer satisfaction.

In contrast, the data reveal that market orientation has a significant and positive effect on business performance. Entrepreneurs who are more responsive to market needs and customer preferences tend to achieve better performance outcomes. This supports the idea that understanding and meeting market demand remains a critical success factor for businesses, especially in dynamic and competitive environments. Lastly, digital marketing has a significant influence on business performance. This confirms that the effective use of digital platforms such as social media, online marketplaces, and digital advertising plays an important role in driving better performance for businesses. The results underscore the potential of digital tools to expand customer reach, improve brand visibility, and ultimately contribute to business success.

Table 5. Loading Factor Model 2 For Female Entrepreneurs

Variable	Indicator	Loading Factor
EO (Entrepreneurial Orientation)	EO1	0.77
	EO2	0.87
	EO3	0.72
	EO4	0.74
MO (Market Orientation)	MO1	0.88
	MO2	0.73
	MO3	0.75
DM (Digital Marketing)	DM1	0.78
	DM2	0.80
	DM3	0.89
	DM4	0.73
	DM5	0.84
BP (Business Performance)	BP1	0.89
	BP2	0.70
	BP3	0.78

Source: LISREL 2022 Output Results

Table 5 shows that all constructs are well represented by their indicators, ensuring good convergent validity.

Table 6. Overall Model Fit Test (Goodness of Fit) Model 2 for Female Entrepreneurs

GOF	Acceptable Fit Level	Model Index	Remarks
<i>Chi-Square</i>	The smaller, the better ($p\text{-value} \geq 0,05$)	($p=0,00$)	Good
NCP	The smaller, the better	4,00	Good
GFI	$GFI \geq 0,90$ <i>good fit</i>	0,93	Good Fit
RMR	$RMR \leq 0,05$ <i>good fit</i>	0,03	Good Fit
RMSEA	$RMSEA \leq 0,05$ <i>good fit</i>	0,03	Good Fit
ECVI	Small values close to saturated ECVI	4,01	Good Fit
NFI	$NFI \geq 0,90$	0,93	Good Fit
NNFI	$NNFI \geq 0,90$	0,94	Good Fit
CFI	$CFI \geq 0,90$	0,94	Good Fit
IFI	$IFI \geq 0,90$	0,92	Good Fit
RFI	$RFI \geq 0,90$	0,94	Good Fit
AGFI	$AGFI \geq 0,90$	0,92	Good Fit
PGFI	Higher values are better	0,90	Good Fit

Source: Lisrel 2022 Output Results

Table 6 demonstrates that the model achieves a very good fit across all key indicators, supporting the robustness and appropriateness of the model for further structural analysis. Based on the hypothesis testing results can be summarized as Table 7.

Table 7. Hypothesis Testing Results Model 2 for Female Entrepreneurs

Hypothesis	Path	t-value	Conclusion
H1	Entrepreneurial Orientation → Digital Marketing	2,96	Accepted
H2	Market Orientation → Digital Marketing	3,11	Accepted
H3	Entrepreneurial Orientation → Business Performance	3,06	Accepted
H4	Market Orientation → Business Performance	3,01	Accepted
H5	Digital Marketing → Business Performance	4.43	Accepted

Source: Lisrel 2022 Output Results

The results of the hypothesis testing show that all proposed relationships between variables are statistically significant. Firstly, entrepreneurial orientation has a significant influence on digital marketing. This means that individuals with a strong entrepreneurial mindset-marked by innovation, proactiveness, and willingness to take risks are more likely to adopt and utilize digital marketing strategies effectively. Similarly, market orientation also significantly affects digital marketing. Entrepreneurs who pay close attention to customer needs, market trends, and competitor strategies tend to use digital marketing tools more strategically to reach their target audiences.

Furthermore, both entrepreneurial orientation and market orientation show a significant positive effect on business performance. This implies that businesses led by entrepreneurs who are opportunity-seeking, innovative, and market-responsive are more likely to achieve higher levels of performance, including increased sales, customer satisfaction, and profitability. Lastly, digital marketing itself significantly influences business performance, confirming its role as a key driver of competitive advantage in today's digital economy. The ability to effectively use digital platforms allows businesses to expand market reach, enhance brand visibility, and improve customer engagement, all of which contribute to overall performance improvements.

DISCUSSION

The data analysis reveals a significant and complex relationship between female entrepreneurship, entrepreneurial orientation, market orientation, digital marketing utilization, and business performance. These findings contribute to a deeper understanding of how women entrepreneurs can utilize digital technologies and strategic orientations to enhance their business outcomes, especially in the context of SMEs. The research indicates that female entrepreneurs demonstrate stronger entrepreneurial and market orientations compared to their male counterparts. They are more inclined to identify opportunities, take calculated risks, and introduce innovations in their businesses. This aligns with the findings of Aditya et al. (2022), who identified gender-based differences in entrepreneurial interest, highlighting that women are often motivated by factors such as economic independence and self-actualization.

This pronounced entrepreneurial orientation among women facilitates the effective adoption of digital marketing strategies. They utilize digital tools not only for promotion but also for customer engagement, brand building, and market expansion. Agarwal et al. (2020) emphasize that digital platforms are essential for advancing women-led enterprises by enhancing efficiency and broadening their market reach. Furthermore, the effective use of digital marketing directly contributes to improved business performance among female entrepreneurs, as evidenced by increased customer acquisition, higher sales, and enhanced profitability. These findings align with Hachimi et al. (2021), emphasizing that digital marketing significantly enhances business performance by enabling broader market access and more personalized customer interaction. Similar results were found by Hakim et al. (2022), who confirmed that entrepreneurial orientation positively affects digital marketing performance among SMEs in Indonesia.

Women entrepreneurs demonstrate a notable adaptability in utilizing digital technology, primarily motivated by the need to sustain their businesses while managing household responsibilities. Kamberidou (2020) argues that women in the digital economy exhibit strong multitasking capabilities, allowing them to run businesses from home while fulfilling domestic roles. This flexibility has become a competitive advantage for women in navigating the digital business landscape. Market orientation further strengthens women entrepreneurs' ability to respond effectively to consumer needs and preferences. Female entrepreneurs with high market orientation can better align their products and services with customer expectations, foster customer loyalty, and quickly adapt to market changes (Amin et al., 2016; Ansah & Chinomona, 2017). Puspaningrum (2020) also asserts that market orientation and competitive advantage together play a significant role in enhancing the marketing performance of SMEs.

The study also identifies gender-based differences in the way entrepreneurial and market orientations influence digital marketing utilization and business performance. While female entrepreneurs benefit significantly from both orientations, male entrepreneurs appear to rely more on market orientation than entrepreneurial orientation in driving business performance. The study shows that entrepreneurial orientation does not significantly influence digital marketing adoption among male entrepreneurs, potentially due to factors such as limited digital literacy, skepticism toward new technologies, or lack of technical training. This distinction suggests that while entrepreneurial traits such as innovation and risk-taking are more likely to influence digital marketing use among women, male entrepreneurs may focus more on structured market strategies. Cho et al. (2020) also note that while women are driven by flexibility and personal empowerment, men are often more motivated by business growth and expansion.

These findings have important implications. They highlight the need to support digital literacy, particularly among female entrepreneurs, to enhance their ability to utilize digital marketing tools. As noted by Munira et al. (2022), enhancing brand articulation and marketing capabilities is essential for improving performance in the digital realm. Jung and Shegai (2023) further argue that the impact of digital marketing innovation depends on marketing capacity and organizational support, highlighting the need for strategic alignment. From a broader socio-economic perspective, this study highlights the strategic role of women entrepreneurs in contributing to inclusive and sustainable economic development. Brush et al. (2022) affirm that women entrepreneurs act as catalysts for innovation and social impact, especially when supported by digital ecosystems. Empowering female entrepreneurs through access to technology, training, and financial support can significantly enhance their business success and societal contributions.

However, successful digital transformation requires more than personal orientation and motivation; it must be supported by structural factors such as access to technology, financing, mentoring, and training programs. In accordance, Mahajan and Bandyopadhyay (2021) highlight the importance of strategic interventions, such as digital education and credit access, to help women entrepreneurs thrive in the digital age. Therefore, this study contributes meaningfully to both academic literature and practical business insights by revealing the gendered dynamics in how entrepreneurial and market orientations affect digital marketing use and business performance. It also offers clear policy implications: support for female entrepreneurs should be tailored to their unique strengths, and entrepreneurship programs should prioritize digital skill-building, inclusivity, and access to markets.

In conclusion, the success of women entrepreneurs in digital business is driven by strong entrepreneurial and market orientations, combined with adaptability and perseverance. Digital marketing serves as both a tool and a pathway for women to expand their businesses, reach broader markets, and overcome traditional barriers. By embracing digital tools and fostering gender diversity in entrepreneurship, businesses and policymakers can promote more equitable and resilient economic growth.

CONCLUSIONS

In conclusion, this study highlights the intricate relationships between entrepreneurial orientation, market orientation, digital marketing utilization, and business performance among both female and male entrepreneurs. The findings underscore the significance of these factors in shaping the success trajectories of entrepreneurs in today's digitally-driven business landscape. For female entrepreneurs, the study demonstrates that high levels of entrepreneurial and market orientations positively influence their adoption of digital marketing strategies, leading to improved business performance. This emphasizes the pivotal role of women in leveraging digital technology for business growth and underscores the importance of gender inclusivity in entrepreneurship.

Furthermore, the study sheds light on the dynamics observed among male entrepreneurs, revealing that while entrepreneurial orientation may not significantly impact their utilization of digital marketing, a strong market orientation contributes positively to their business performance. This highlights the nuanced ways in which male entrepreneurs navigate the digital marketing landscape and underscores the importance of market-centric strategies for business success.

Overall, the findings provide valuable insights for entrepreneurs, businesses, and policymakers alike. They emphasize the importance of fostering entrepreneurial and market orientations, particularly among women, and the need for tailored digital marketing strategies to enhance business performance in a rapidly evolving digital economy. By promoting gender diversity, supporting entrepreneurial skills development, and embracing digital innovation, businesses can foster inclusive growth and capitalize on emerging opportunities in the digital era.

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