THE MARKET TURBULENCE, ENTREPRENEURIAL MARKETING AND MARKETING PERFORMANCE: AN EMPIRICAL STUDY OF TUNA FILLETS SME'S INDUSTRY IN SOUTHEAST SULAWESI, INDONESIA

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ABSTRACT

This study examines market turbulence's role in moderating the relationship between entrepreneurial marketing and marketing performance in tuna fillets SME industries in Southeast Sulawesi, Indonesia. The research was conducted in two cities in Southeast Sulawesi Province, Indonesia - Kendari City and Baubau City. The population of this research is all of the managers or owners of the fillets tuna industry in both cities, which amount to 118 industries, 73 tuna fillet SMEs industry in Kendari City, and 45 in Baubau City. Data were collected based on census technique from 118 industries that became respondents. Respondents are the managers or owners of the tuna fillet industry. Next, the data were analyzed using Partial Least Square (PLS) analysis to test the research hypothesis. The study found that entrepreneurial marketing practices applied by managers or owners of the tuna fillets SME's industries in Southeast Sulawesi could improve marketing performance. The study results also indicate that the dimensions of entrepreneurial marketing partially affect marketing performance. Market turbulence has a positive moderating role in the relationship between entrepreneurial marketing and marketing performance.

Keywords: market turbulence; entrepreneurial marketing; marketing performance; tuna fillets SMEs industries

INTRODUCTION

The Covid-19 pandemic has caused the tuna fillets industry in Southeast Sulawesi, Indonesia, to experience a significant decline. The empirical conditions that indicate this are a decline in the production value of the tuna fillet industry by 23% in 2020, triggered by a 27% decline in fish capture production and, in particular, a decrease in skipjack tuna production by 11% and little east tuna by 8% (BPS, 2021). This pandemic resulted in high market turbulence, which resulted in unstable prices and decreased sales growth, causing this industry's business turnover to be very slow and not optimal (Zaid et al., 2021). In 2020, the sales growth of the tuna fillets industry decreased by 7.56%, which resulted in a decrease in the number of exports of tuna fillets in Southeast Sulawesi by 5.55% (BPS, 2021). This condition directly impacts the decline in the marketing performance of the tuna fillet industry,

so an in-depth study is needed on how the market turbulence impacts marketing performance. Related to this, Alqahtani and Uslay (2020) has built a prepositional model about the relationship between market turbulence, entrepreneurial marketing, and marketing performance.

Several research results have found that entrepreneurial marketing practices influence marketing performance (Astuti et al., 2018; Sarwoko & Nurfaridares, 2021; Dhameria et al., 2021; Rezvani & Fathollahzadeh, 2020;). Entrepreneurial marketing is a marketing activity based on an entrepreneurial perspective oriented to values, capabilities, abilities, and behavior so that various business problems can be solved using an entrepreneurial marketing approach (Adel et al., 2020; Amjad et al., 2020). For this reason, this study tries to adopt the concept of entrepreneurial marketing concerning market turbulence to improve the marketing performance of tuna fillets small medium enterprises (SMEs) industries in Indonesia, especially in Southeast Sulawesi Province.

This study develops a research model from Alqhtani and Uslay (2020), which builds a preposition of the relationship between entrepreneurial marketing and performance moderated by environmental turbulence variables ("market turbulence", "technological turbulence", "competitive intensity", "supply power", and "market growth"). The results of this study were then tested empirically by Alqahtani et al. (2022), who found that "market turbulence" is an environmental turbulence variable that has the most significant moderating effect on the relationship between entrepreneurial marketing and performance. However, the weakness of this study is that it does not test the role of market turbulence by moderating each of the entrepreneurial marketing indicators on marketing performance. So, the results of research conducted by Alqahtani et al. (2022) do not provide information on which indicators of entrepreneurial marketing variables have the greatest influence on marketing performance. After being moderated by market turbulence. For this reason, the current study aims to partially re-examine the model of tuna fillets SME industries in Southeast Sulawesi, Indonesia.

The originality of the research model developed today lies in several differences with the model developed by Alqahtani and Uslay (2020) and Alqahtani et al. (2022), specifically;

1. In this study, the moderating variable was only focused on "market turbulence" because it had the highest moderating effect on the research results of Alqahtani et al. (2022);

2. A partial test is conducted on the influence of entrepreneurial marketing dimensions on performance (Nwankwo & Kanyangale, 2020; Stephen et al., 2019; Rezvani & Fathollahzadeh, 2020). The dimensions of entrepreneurial marketing were developed by adopting several previous studies, and then testing the moderating variables on each of these dimensions;

3. The measurement of the marketing performance variable is focused on marketing performance with the consideration that it will adjust to the "market turbulence" variable;

4. This study adopts market orientation as an antecedent of entrepreneurial marketing, considering that in the model developed by Alqahtani et al. (2022), market orientation has a very large influence on entrepreneurial marketing.

LITERATURE REVIEW
Market turbulence (MT)

MT can be interpreted as a rapid change in consumer demand and tastes (Taheri et al., 2019). This level of change often occurs erratically, so it will impact changes in the business environment (Chen et al., 2016; Zhou et al., 2019). MT can also occur due to systemic environmental changes. MT is part of environmental turbulence (Alqatani et al., 2022; Despoudi et al., 2021; Alqahtani & Uslay, 2020). Many previous studies have focused on placing MT as a moderator of several antecedent variables on performance (Wang et al., 2015; Arora et al., 2016; Tsai & Yang, 2013; Ghahremanpour et al., 2020). In this study, MT is positioned as a moderator variable of entrepreneurial marketing's effect on marketing performance. This is intended to determine to what extent MT can strengthen or weaken the influence of entrepreneurial marketing on marketing performance. MT in this study was measured with four items, each:

1. Unpredictable market demand; turbulence can be seen from erratic market demand.

This, in turn, will cause market growth to be slow;

2. Unpredictable market prices; market turbulence can be seen from the occurrence of erratic changes in market prices, which are the impact of demand instability;

3. Unpredictable raw material supply; market turbulence can also occur due to instability in the supply of raw materials, which is the impact of declining production of raw materials; and

4. Unpredictable quality; Market turbulence can be seen from the quality instability, which is the impact of the uncertain production of raw materials. So it can reduce quality (Wang et al., 2015 and Wang et al., 2022).

Entrepreneurial marketing (EM)

EM is seen as a marketing activity based on an entrepreneurial perspective that is oriented toward the view of the value, capability, ability, and behavior of an entrepreneur in dealing with various problems related to obtaining business opportunities (Sadiku-Dushi et al., 2019; Amjad et al., 2020; Adel et al., 2020; Amjad et al., 2020). This concept seeks to integrate the best from an entrepreneurial and marketing perspective and focuses on the role of entrepreneurs in marketing and entrepreneurial success (Sarwoko & Nurfarida, 2021; Asgari, 2019). Many previous studies have produced various indicators in measuring EM, including; Alqahtani et al., 2022 (six dimensions); Alqahtani & Uslay, 2020 (eight dimensions); Hoque & Awang, 2019 (seven dimensions); Sahid & Hamid, 2019 (eight dimensions); Sadiku-Dushi et al., 2019 (seven dimensions). The performed study combines these measurements and produces eight entrepreneurial marketing measurements that will be used through the research, specifically: "innovative marketing" (IM), "proactive marketing" (PM), "opportunity focus" (OF), "customer intensity" (CI), "resource leveraging" (RL), "network attention" (NA), "value creation" (VC), and "acceptable risk" (AR).

Innovative marketing is defined as the clarity of marketing innovation programs, marketing communications, and cost efficiency carried out by the industry to face the market and business competition (Alqahtani et al., 2022; Alqahtani & Uslay, 2020; Hoque & Awang, 2019; Sahid &

Hamid, 2019; Sadiku-Dushi et al., 2019). Proactive marketing is defined as the efforts made by the industry to identify latent customers, being able to identify future customer needs, and being able to be more flexible in dealing with unpredictable markets than competitors (Alqahtani et al., 2022. Sahid & Hamid, 2019; Sadiku-Dushi et al., 2019). Opportunity focus is the ability to identify opportunities that occur in the market through direct involvement, growing market recognition, flexibility in dealing with market changes, and being able to take advantage of market opportunities (Alqahtani et al., 2022; Sadiku-Dushi et al., 2019; Amjad et al, 2020). Customer intensity is an effort to meet customer needs that lead to customer satisfaction. This effort is carried out by optimizing human resources to satisfy customers and providing after-sales service facilities (Sadiku-Dushi et al., 2019; Dushi et al., 2019). Resource leveraging is optimizing production through increasing collaboration with partners, managing resources appropriately, and optimizing existing resources at partners (Alqahtani et al., 2022; Sadiku-Dushi et al., 2019; Amjad et al., 2020; Hoque & Awang, 2019). Network attention is an effort to build excellence based on partner needs, adopting all stakeholder interests, and being superior to competitors' partnerships (Alqahtani et al., 2022; Alqahtani & Uslay, 2020). Value creation is creating value through the involvement of all stakeholders, both customers, and partners. Value creation can be achieved through maximum service for customers, improving the quality of the products produced, setting prices that can provide customer value, ensuring employees can provide maximum service to customers, and understanding the importance of satisfying customers (Sadiku-Dushi et al., 2019; Alqahtani & Uslay, 2020). Acceptable risk is an effort to balance risk with profit, as well as invest resources in order to continue to exceed competitors' efforts (Alqahtani et al., 2022; Alqahtani & Uslay, 2020).

Marketing performance (MP)

MP is viewed as a perspective in measuring business achievements, market achievements, and product performance (Pono et al., 2019; Afriyie et al., 2020; Sugiyarti & Ardyan, 2017). MP also measures sales performance, profit, profit growth, customer growth, and market share

(Ardyan, 2018; Munir et al., 2019; Pono et al., 2019; Sugiyarti & Ardyan, 2017). Every company needs to measure product marketing performance to assess the effectiveness of implementing marketing strategies (Puspaningrum, 2020; Sugiyarti & Ardyan, 2017). MP can also be used to measure the effectiveness of marketing activities and the level of success of marketing strategies (Ardyan, 2018; Pisicchio & Toaldo, 2021). In this study, MP was measured by sales growth, profit growth, and customer growth.

Entrepreneurial marketing (EM) and marketing performance (MP)

The relationship between EM and MP is very complex. A company that implements EM practices well will impact increasing business performance, including marketing performance (Astuti et al., 2018). EM has a significant relationship with MP (Astuti et al., 2018; Alqahtani et al., 2022; Sarwoko & Nurfarida, 2021; Dhameria et al., 2021; Rezvani & Fathollahzadeh, 2020; Sadiku-Dushi, 2019). Partially, several previous research results also found that the dimensions of EM have a significant relationship to MP. A better "IM" will have an impact on increasing "MP" (Alqahtani & Uslay, 2020; Sadiku-Dushi et al., 2019; Hidayatullah et al., 2019). Likewise, with "PM", the better the company does "PM," it will have an impact on increasing "MP" (Alqahtani & Uslay, 2020; Sadiku-Dushi et al., 2019; Hidayatullah et al., 2019). Companies that can take advantage of "OF" will impact increasing MP (Alqahtani et al., 2022; Alqahtani & Uslay, 2020). CI management according to customer needs and desires will have an impact on increasing MP (Sadiku-Dushi et al., 2019; Alqahtani & Uslay, 2020). Optimizing the management and utilization of RL will impact increasing MP (Alqahtani et al., 2022; Alqahtani & Uslay, 2020). Companies that own and manage NA well will impact improving MP (Alqahtani & Uslay, 2020; Sadiku-Dushi et al., 2019). The higher VC created by the company will have an impact on increasing MP (Sadiku-Dushi et al., 2019; Alqahtani & Uslay, 2020), and companies that are able to manage risk well will have an impact on increasing MP (Alqahtani & Uslay, 2020; Hoque & Awang, 2019; Sahid & Hamid, 2019; Hidayatullah et al., 2019. Based on these references, the hypotheses built in the study are:

H1a: IM has a significant relationship with MP
H1b: PM has a significant relationship with MP
H1c: OF has a significant relationship with MP
H1d: CI has a significant relationship with MP
H1e: RL has a significant relationship with MP
H1f: NA has a significant relationship with MP
H1g: VC has a significant relationship with MP
H1h: AR has a significant relationship with MP

Market turbulence (MT), entrepreneurial marketing (EM), and marketing performance (MP)

The causal relationship between MT, EM, and MP has been described in previous research results. Several research results explain that MT can modulate the relationship between EM and MP. MT has a positive moderating effect on the relationship between EM and MP (Alqahtani et al., 2022; Alqahtani & Uslay, 2020; Hilal & Tantawy, 2021) so based on the results of this study, the hypotheses developed in this study are:

H2a: Relationship between IM and MP is positively moderated by MT

H2b: Relationship between PM and MP is positively moderated by MT

H2c: Relationship between OF and MP is positively moderated by MT

H2d: Relationship between CI and MP is positively moderated by MT

H2e: Relationship between RL and MP is positively moderated by MT

H2f: Relationship between NA and MP is positively moderated by MT

H2g: Relationship between VC and MP is positively moderated by MT

H2h: Relationship between AR and MP is positively moderated by MT

Based on the hypothesis developed in this study, then the conceptual research framework can be seen in Figure 1.
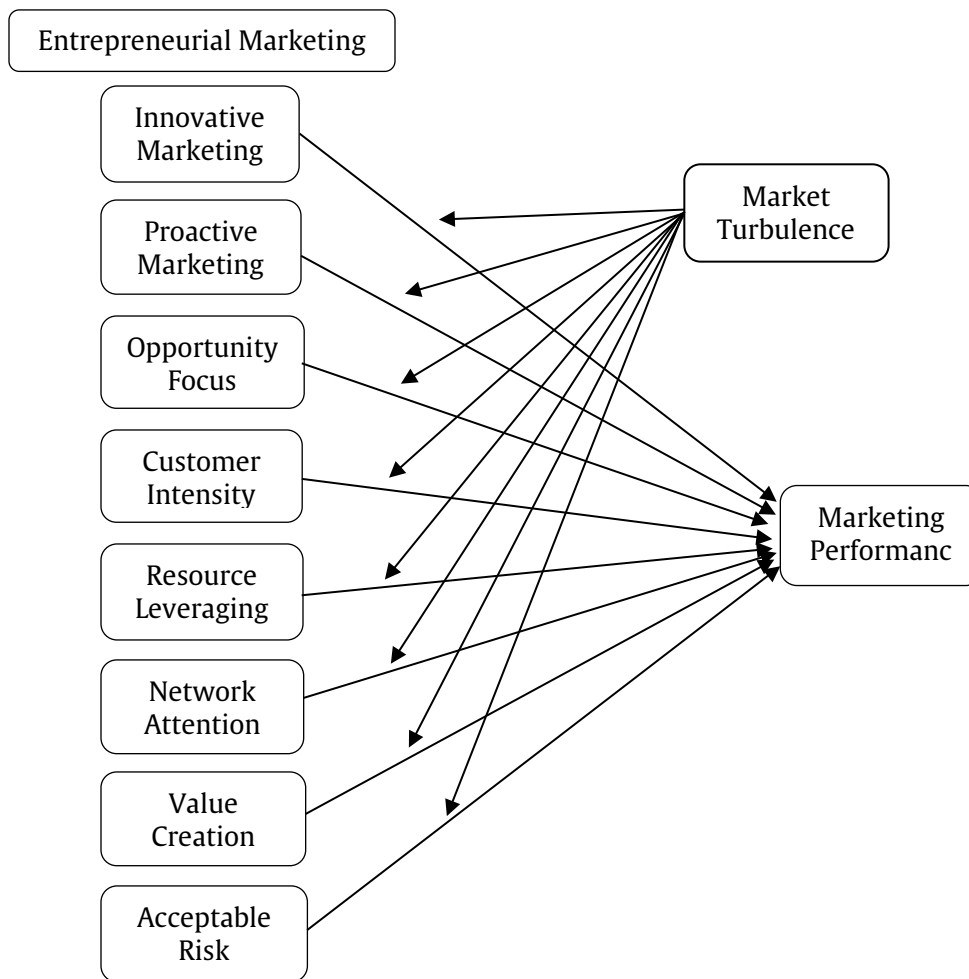
Figure 1. Conceptual Framework Research

METHODOLOGY

Data Collecting and Respondents

This research was conducted in two cities in Southeast Sulawesi Province, Indonesia: Kendari City and Baubau City. The population of this research is all the managers or owners of the fillet tuna industry in both cities, which amounts to 118 industries, including 73 tuna fillet SMEs in Kendari City and 45 in Baubau City. Both cities are centers for the development of the tuna fillet industry. Data were collected based on the sensus technique from 118 industries that became respondents. Respondents are the managers or owners of the tuna fillet industry. Respondent's Data were collected in January – February 2022. The collected data was analyzed using Partial Least Square (PLS) analysis to test the research hypothesis.

Measurement

The measurement indicators used in this study are respectively MT, EM, and MP were adopted from several previous studies, namely; "market turbulence" adopted from Wang et al., 2015 and Wang et al., 2022 (four items), each: unpredictible market demand, unpredictible market price, unpredictible raw material supply, and unpredictible quaity; EM using measurements developed from Alqahtani et al., 2022; Alqahtani & Uslay, 2020; Hoque & Awang, 2019; Sahid & Hamid, 2019;Hidayatullah, et al., 2019;andSadiku-Dushi et al., 2019; each; "innovative marketing" was adopted from Alqahtani et al., 2022 (three items), "proactive marketing" was adopted from Alqahtani et al., 2022 (three items), "opportunity focus" was adopted from Alqahtani et al., 2022 (four items), "customer intensity" adopted from Hidayatullah, et al., 2019(two items), "resource leveraging" was adopted from Alqahtani et al., 2022 (three items), "network attention" was adopted from

Alqahtani et al., 2022 (four items), "value creation" was adopted from Sadiku-Dushi et al., 2019 (five items), "acceptable risk" assumed from Alqahtani et al., 2022 (three items); and marketing performance (three things) using measurements adopted from Munir et al., 2019.

RESULTS
Respondents' characteristics

Description of research respondents accommodates the characteristics; gender, age, the position is SME's business and business location. Data collection results describe the description of the respondents as in Table 1.

Table 1. Respondents Characteristics

Characteristics	Descriptions	Frequency	Percentage (%)
Gender	Male	96	81.36
	female	22	18.64
Age	Under 25	11	9.32
	25 – 50	70	59.32
	> 50	37	31.36
Positions	Manager's	52	44.68
	Owner's	66	55.32
Located	Kendari city	73	61.86
	Baubau city	45	38.14

Source: Analysis Result, 2022

The characteristics of the respondents (in Table 1) show that 81.36% of respondents were male, and only 18.64% were female. Furthermore, based on age, 59.32% of respondents were aged 25-50 years old, 31.36% were aged > 50 years old, and only 9.32% were under 25 years old. Based on the respondent's positions in the business, 55.32% are owners and 44.68% are managers. Distribution of respondents by region, 61.86% of respondents are in the Kendari City area, and 38.14% are in the Baubau City area.

Measurement models

Assessment of the quality of the model is measured based on testing construct reliability (CR), convergent validity, and discriminant validity (Hair et al., 2019). The results of the entire model measurement test (in Table 2) show that the value of factor loading and Cronbach alpha test results are at a value greater than 0.70. This indicates that all items used in this study are considered capable of reflecting each research construct. Furthermore, the test results also obtained CR and AVE values greater than 0.50. This indicates that the convergent validity of this research model is achieved.

Table 2. Measurements models

Dimensions	Construct	Question items	Factor loading	Cronbach alpha	Composite reliability	Average variance extracted
"Environmental turbulence"	"Market turbulence"	MT1	0.812	0.755	0.724	0.719
		MT2	0.804			
		MT3	0.795			
		MT4	0.776			
"Entrepreneurial marketing"	"Innovative marketing"	IM1	0.754	0.726	0.717	0.704
		IM2	0.748			
		IM3	0.731			
	"Proactive marketing"	PM1	0.788	0.761	0.753	0.744
		PM2	0.781			
		PM3	0.772			

Table 2. Continued

	"Opportunity focus"	OF1	0.740	0.715	0.709	0.702
		OF2	0.739			
		OF3	0.727			
		OF4	0.721			
	"Customer Intensity"	CI1	0.774	0.753	0.748	0.733
		CI2	0.792			
	"Resource Leveraging"	RL1	0.762	0.729	0.718	0.710
		RL2	0.736			
		RL3	0.781			
	"Network attention"	NA1	0.815	0.781	0.773	0.769
		NA2	0.799			
		NA3	0.783			
		NA4	0.778			
	"Value Creation"	VC1	0.795	0.715	0.707	0.702
		VC2	0.767			
		VC3	0.726			
		VC4	0.739			
		VC5	0.744			
	"Acceptable risk"	AR1	0.825	0.794	0.789	0.775
		AR2	0.819			
		AR3	0.808			
Performance	"Marketing performance"	MP1	0.869	0.828	0.815	0.807
		MP2	0.852			
		MP3	0.833			

Source: Analysis Result, 2022

Furthermore, the results of discriminant validity testing using the HTMT method (in Table 3) obtained an overall value of less than 0.90, this information indicates that the overall construct used in this study is valid.

Table 3. HTMT Criterion for Discriminant Validity

	1	2	3	4	5	6	7	8	9	10
"Market turbulence"										
"Innovative marketing"	0.752									
"Proactive marketing"	0.583	0.615								
"Opportunity focus"	0.556	0.582	0.638							
"Customer intensity"	0.617	0.626	0.725	0.658						
"Resource Leveraging"	0.774	0.732	0.801	0.822	0.781					
"Network attention"	0.519	0.537	0.669	0.645	0.625	0.702				
"Value creation"	0.825	0.818	0.794	0.752	0.709	0.833	0.724			
"Acceptable risk"	0.811	0.803	0.744	0.767	0.817	0.798	0.736	0.737		
"Marketing performance"	0.668	0.646	0.599	0.587	0.622	0.676	0.715	0.708	0.616	

Source: Analysis Result, 2022

Furthermore, for the structural model evaluation test (in Table 4), the Q2 value is used to determine the ability of the research model to make predictions. A research model can predict the model if the Q2 value is more significant than zero (Henseler et al., 2016). The model evaluation results show a Q2 value of 0.315, indicating that this research model has predictive capabilities. Then the value of R2 is used to assess the construct variable's ability to determine the dependent variable. The evaluation results provide information on the R2 value of 0.348, indicating that the constructed variable explains 34.8% of the dependent variable in this research model. These results suggest that entrepreneurial marketing variables used in this study can predict marketing performance variables.

Table 4. Evaluation of Structural Model

Dependent Variable	Q2	R2
Marketing Performance	0.315	0.348

Source: Analysis Result, 2022

The results of hypothesis testing (in Table 5) provide the following information:

1. IM has a significant effect on MP ($\beta=0.562$; Weigth=27.92; p=0.0000). Thus H1a is Accepted;

2. PM has a significant effect on MP ($\beta=0.448$; Weigth=20.73; p=0.0000) so H1b is Accepted;

3. OF has a significant effect on MP ($\beta=0.403$; Weigth=18.66; p=0.000, which concludes H1c is Accepted;

4. CI has a significant effect on MP ($\beta=0.337$; Weigth=14.95; p=0.0018) indicating that H1d is Accepted;

5. RL has a significant effect on MP ($\beta=0.463$; Weigth=21.49; p=0.0000) so H1e is Accepted;

6. NA has a significant effect on MP ($\beta=0.387$; Weigth=16.28; p=0.0007) indicating H1f is Accepted;

7. VC has a significant effect on MP ($\beta=0.488$; Weigth=24.22; p=0.0000) so H1g is Accepted;

8. AR has a significant effect on MP ($\beta=0.492$; Weigth=24.88; p=0.0000) so H1h is Accepted.

Table 5. Hypotheses testing

Hypothesized paths	Path coefficients			Hypotheses testing
	B	Weight	Sig (p-value)	
IM → MP	0.562	27.92	0.0000	Accepted
PM → MP	0.448	20.73	0.0000	Accepted
OF → MP	0.403	18.66	0.0000	Accepted
CI → MP	0.337	14.95	0.0018	Accepted
RL → MP	0.463	21.49	0.0000	Accepted
NA → MP	0.387	16.28	0.0007	Accepted
VC → MP	0.488	24.22	0.0000	Accepted
AR → MP	0.492	24.88	0.0000	Accepted
MT*IM → MP	0.512	26.16	0.0000	Accepted
MT*PM → MP	0.477	23.57	0.0000	Accepted
MT*OF → MP	0.556	27.03	0.0000	Accepted
MT*CI → MP	0.580	29.44	0.0000	Accepted
MT*RL → MP	0.304	12.38	0.0051	Accepted
MT*NA → MP	0.663	32.55	0.0000	Accepted
MT*VC → MP	0.432	19.98	0.0000	Accepted
MT*AR → MP	0.328	14.23	0.0024	Accepted

Source: Analysis Result, 2022

Furthermore, the results of the MT test as a moderating variable (in Table 5) provide information that (1) MT has a positive moderating effect on the relationship between IM and MP (β=0.512; Weigth=26.16; p=0.000) so that H2a is Accepted; (2) MT has a positive moderating effect on the relationship between PM and MP (β=0.477; Weigth=23.57; p=0.000) so that H2b is Accepted; (3) MT has a positive moderating effect on the relationship between OF and MP (β=0.556; Weigth=27.03; p=0.000) so that H2c is Accepted; (4) MT has a positive moderating effect on the relationship between CI and MP (β=0.580; Weigth=29.44; p=0. 0000) so that H2d is Accepted; (5) MT has a positive moderating effect on the relationship between RL and MP (β=0.304; Weigth=12.38; p=0.0051) so that H2e is Accepted; (6) MT has a positive moderating effect on the relationship between NA and MP (β=0.663; Weigth=32.55; p=0.0000) so that H2f is Accepted; (7) MT has a positive moderating effect on the relationship between VC and MP (β=0.432; Weigth=19.98; p=0.000) so that H2g is Accepted; and (8) MT has a positive moderating effect on the relationship between AR and MP (β=0.328; Weigth=14.23; p=0.0000) so that H2h is Accepted.

DISCUSSION

The results showed that the overall dimensions of EM significantly affect MP. This indicates that EM practices implemented by managers or owners of the tuna fillets SME industry in Southeast Sulawesi can improve MP. This finding supports the results of previous research conducted by Astuti et al., 2018; Alqahtani et al., 2022; Sarwoko & Nurfarida, 2021; Dhameria et al., 2021; Rezvani & Fathollahzadeh, 2020; Sadiku-Dushi, 2019 found that EM has a positive impact on MP.

Then partially, the findings in this study are also in line with research conducted by Nwankwo & Kanyangale, 2020; Stephen et al., 2019; Rezvani & Fathollahzadeh, 2020 who found that part, the dimensions of EM have a significant effect on business performance. This study also found that the "innovative marketing" dimension had the most decisive influence on MP. At the same time, "customer intensity" was the EM dimension that had the most negligible effect on MP.

These results empirically indicate that the marketing innovation programs, marketing communications, and cost efficiency that the tuna fillets SME industry has carried out in Southeast Sulawesi have an impact on increasing sales growth, profit growth, and customer growth. In addition, the results of this study also indicate that identifying latent customers and future customer needs and flexibility in dealing with unpredictable markets than competitors carried out by the tuna fillets SME industry in Southeast Sulawesi also has an impact on increasing sales growth, profit growth, and customers growth.

This study also indicates that identifying opportunities, growing market recognition, flexibility, and ability to take advantage of market opportunities owned by SME's tuna fillets industry in Southeast Sulawesi can increase their sales growth, profit growth, and customer growth. Furthermore, empirical conditions also show that efforts to optimize human resources to satisfy customers and provide after-sales service facilities also have an impact on increasing sales growth, profit growth, and customer growth. This study also empirically indicates that optimizing production through increasing collaboration with partners, managing resources appropriately, and optimizing existing resources at partners carried out by SME's tuna fillets industry in Southeast Sulawesi can also increase sales profit growth and customers' growth. Empirically, the efforts to build excellence based on partner needs, adopting all stakeholder interests, and being superior to competitors' partnerships that SME's tuna fillets industry has carried out in Southeast Sulawesi. It has a significant impact on their sales growth, profit growth, and customers' growth. Then, the results of this study empirically also provide information on the process of creating value through the involvement of all stakeholders, both customers, and partners. Value creation can be achieved through full service for customers, improving the quality of the products produced, setting prices that can provide customer value, ensuring employees can provide maximum benefit to customers, and understanding the importance of satisfying customers by tuna fillets SME's industry in Southeast Sulawesi. It also has an impact on increasing sales growth, profit growth, and customers growth. Then, efforts to balance risk with profit and invest resources to continue to exceed competitors' efforts in the tuna fillets SME industry in Southeast Sulawesi also impact

sales growth, profit growth, and customer growth.

The results of testing the moderating effect found that, overall, MT has a positive moderating effect on the relationship between EM and MP. These findings support the results of research conducted by Alqahtani et al. 2022; Alqahtani & Uslay, 2020; Hilal & Tantawy, 2021 who found that MT played a positive role in moderating the relationship between EM and MP.

Furthermore, when compared between the results of the "without" and "with" market turbulence as a moderating variable, it is found that there are four dimensions of EM whose influence on MP is getting stronger with MT as a moderator, namely; "proactive marketing", "opportunity focus","customer intensity", and "network attention". These results indicate that these four dimensions are very important to be considered by the tuna fillet SMEs industry in Southeast Sulawesi when dealing with a market with a high level of turbulence. Furthermore, the other four dimensions of EM are; "innovative marketing", "resource leveraging", "value creation", and "acceptable risk," which have a weaker influence when dealing with markets with high turbulence levels. These results indicate the better the SME's tuna fillet industry in Southeast Sulawesi in anticipating erratic market demand, erratic changes in market prices, and instability in the supply of raw materials. This is the impact of declining production of raw materials, and quality instability further strengthens the role of "proactive marketing", "opportunity focus", "customer intensity", and "network attention" in increasing sales growth, profit growth, and customers growth of the tuna fillets SMEs industry in Southeast Sulawesi. Empirically this also indicates that the fillets SMEs industry in Southeast Sulawesi is very influential on the success of "proactive marketing", "opportunity focus","customer intensity", and "network attention" implemented by managers or owners of the tuna fillet SMEs industry as an effort to improve the MP of the industry.

CONCLUSION AND RECOMMENDATION

This study generally aims to examine the role of MT in moderating the relationship between EM and MP in tuna fillets SME's industries in Southeast Sulawesi, Indonesia. This study attempts to partially describe the dimensions of EM, which will then somewhat examine its effect on MP, which will then examine the moderating role of MT in this relationship. The study results found that EM practices implemented by managers or owners of the tuna fillet SMEs industry in Southeast Sulawesi were able to improve MP and significantly partially, and the dimensions of EM partially have a significant effect on business performance. This study also finds that MT has a positive moderating role in the relationship between EM and MP. However, there are only four dimensions of EM that can strengthen this influence, namely, "proactive marketing", "opportunity focus", "customer intensity", and "network attention".

For this reason, managers or owners of the tuna fillets SME's industries in Southeast Sulawesi are required to focus more on efforts to identify latent customers, identify future customer needs, and be more flexible in dealing with unpredictable markets than competitors to anticipate changes. They occur in the market that can cause erratic market demand, erratic changes in market prices, instability in the supply of raw materials, which is the impact of declining production of raw materials, and quality instability in the tuna fillets market. In addition, tuna fillets SME's industries in Southeast Sulawesi also need to focus more on identifying opportunities, growing market recognition, flexibility with market changes, and taking advantage of market opportunities in anticipating market changes. The findings of this study also recommend that tuna fillet SME's industries in Southeast Sulawesi increase the effort is carried out through optimizing human resources to satisfy customers and providing after-sales service facilities. Also, to build excellence based on partner needs, adopt all stakeholder interests, and be superior to competitors' partnerships to keep anticipating any changes in the market structure.

Limitations and Future Research

This research model is limited to the tuna fillet SMEs industry in Southeast Sulawesi. We hope that in the future, this model can be adopted by other SMEs in the fisheries sector to obtain information about how resistant these industries are when dealing with high market turbulence. Furthermore, this research does not consider other factors that become antecedents of entrepreneurial marketing variables. In the

future, it is necessary to develop this research model by adopting variables that can affect entrepreneurial marketing, such as; market-oriented, entrepreneurship-oriented, and marketing capability.

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