Research.

Factors Influencing Business Success in Micro Small and Medium Enterprises (MSMES) in The Food and Beverage (F&B) Industry

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ABSTRACT. This study aims to analyze the influence of entrepreneurial interest, entrepreneurial competency, innovation capability, entrepreneurial orientation, market orientation, entrepreneurial knowledge on business success of food and beverage MSMEs (Micro, Small, Medium Enterprises), with competitive advantage as a mediating variable. The sample in this study were MSME owners operating in the food and beverage industry in the DKI Jakarta area and who had utilized digital business platforms where the sample taken using purposive sampling technique. Data were collected through questionnaires distributed to 310 food and beverage MSME owners and analyzed using the SEM-PLS (Structural Equation Modelling-Partial Least Square) method. The results show that all independent variables have positive and significant impact on competitive advantage, which in turn has a positive and significant impact on business success. These finding indicate that strong entrepreneurial factors can enhance competitive advantage and support the success of MSMEs in the food and beverage industry.

***Keywords**: Entrepreneurial Interest, Entrepreneurial Competency, Innovation Capability, Competitive Advantage, Business Success.*

INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) play an important role in the Indonesian economy with a contribution of 61% to Gross Domestic Product (GDP) and absorbing around 97% of the national workforce (KADIN INDONESIA Head of Indonesian Trade and Industry., 2024). The increase in the number of MSMEs in 2018 was 64.19 million units then in 2023 it was 66 million units which shows a consistent and significant growth trend Ahdiat, A. (2024). In line with this growth, the Indonesian government, through the Ministry of Communication and Informatics (KOMINFO), launched the "UMKM Level Up" program, which aims to accelerate the digitalization of MSMEs (Indonesia.go.id, 2024). This program provides support in the form of training and integration into digital platforms to expand market reach, improve efficiency, and strengthen competitiveness (Indonesia.go.id, 2024). Surveys show that the use of digital technology has a positive impact on increasing sales, facilitating marketing, and increasing customer loyalty (Ahdiat, A. (2024). One MSME sector experiencing rapid growth thanks to digitalization is the food and beverage industry. Supported by changes in urban lifestyles, population growth, and a growing interest in innovative culinary arts, this industry has become a strategic sector in driving economic growth (Liputan 6, 2024). The Greater Jakarta (Jakarta, Bogor, Depok, Tangerang, and Bekasi) area, with its high population and dense economic activity, is an ideal location to study the success of digital MSMEs in the food and beverage sector (Khasanah, I. N., 2024).

In the context of digitalization, the success of MSME businesses is not only determined by technical capabilities alone, but is also influenced by various entrepreneurial factors, including entrepreneurial interest. In the context of digital MSMEs, entrepreneurial interest is key in driving business success, especially in the food and beverage sector which has great potential to grow through the use of digital technology in marketing and operations (Srimulyani, V. A., & Hermanto, Y. B., 2021). Followed by entrepreneurial knowledge, in-depth entrepreneurial knowledge, especially in terms of utilizing digitalization, greatly helps MSMEs in the food and beverage sector to be more efficient and attract the attention of consumers on digital platforms (Srimulyani, V. A., & Hermanto, Y. B., 2021). In line with that, MSMEs can also develop entrepreneurial competencies, good entrepreneurial competencies will strengthen business competitiveness. In the long term, increasing this competency will contribute to business success, both financially and non-financially (Yustian, O. R., Suryana, Furqon, C., & Hendrayati, H., 2021). One important aspect in increasing competitiveness is innovation capability, targeted innovation capability is the main driver of long-term business success in highly competitive industries (Anzules, W., Martin-Castilla, J. I., & Angel, M., 2021).

Market orientation also plays a significant role in the success of MSMEs. In digital businesses, market orientation also allows the use of customer data to dynamically adjust products and marketing strategies, even on a small scale (Puspaningrum, A., 2020). On the other hand, competitive advantage is also a connecting factor between the above factors in achieving business success. Competitive advantage is a company's ability to offer better or more unique products or services compared to competitors, which allows the company to attract more customers and maintain a strong market position (Syurwana, Azis, M., & Bado, B., 2022).

The limitations of previous research indicate several shortcomings, such as the limited number of independent variables studied related to business success. Research conducted by (Puddin, K., Hasibuan, A. F., & Rezeki, S., 2020) only examined the independent variables of entrepreneurial interest and entrepreneurial knowledge, while (Pranowo, A. S., Sutrisno, J., Sulastiono, P., & Siregar, Z. M., 2020) examined the variables of entrepreneurial competency and innovation capability. In addition, the sample used in the study (Puddin, K., Hasibuan, A. F., & Rezeki, S., 2020) is homogeneous because it is limited to one location, namely Medan Petisah District. This study contributes novelty by adding two independent variables, namely, (1) entrepreneurial orientation, and (2) market orientation, as well as a mediating variable, namely, competitive advantage that supports business success. Furthermore, this study expands the sample coverage to MSMEs in the DKI Jakarta area, particularly in the food and beverage industry sector, so that it is expected to provide more comprehensive insights into the factors that influence the success of digital businesses in MSMEs in the food and beverage sector.

This study aims to contribute to the scientific understanding of the factors influencing business success in MSMEs in the food and beverage industry. By adding independent variables that have not been widely studied simultaneously in previous research and expanding the geographic scope to the Greater Jakarta area, this study is expected to provide a more comprehensive and relevant perspective on current conditions. The findings of this study are expected to serve as a strategic reference in developing business policies and practices oriented towards increasing MSME competitiveness in the digital era.

LITERATURE REVIEW

Business Success

Successful businesses have significant potential to create jobs, improve the quality of life, and positively impact the national economy (Puddin, K., Hasibuan, A. F., & Rezeki, S., 2020). According to (Syurwana, Azis, M., & Bado, B., 2022), business success is defined as the achievement of company goals and objectives within a specific timeframe. Profit growth reflects operational efficiency and sound cost management, while sales growth indicates increased revenue through increased sales volume or market

expansion. According to (Yustian, O. R., 2021), business success can be measured through profit growth, sales turnover, sales growth, customer satisfaction, self-satisfaction, and brand image, which reflect operational performance, market appeal, and customer loyalty.

Competitive Advantage
According to (Syurwana, Azis, M., & Bado, B., 2022), competitive advantage is a company's ability to provide better value to customers than competitors, through means such as quality products, more competitive prices, or superior after-sales service. Competitive advantage can also be measured through resources that have positive added value, the ability to compete, and uniqueness that is not easily imitated by competitors (Muis, I., & Isyanto, P., 2021). According to (Farida, I., & Setiawan, D., 2022), a business's competitive advantage can be measured through key indicators such as innovation, quality, price, delivery reliability, and time to market. According to (Anggraeni, R. D., Ismail, T., Lestari, T., & Ramdhani, D., 2023), a company's competitive advantage can be measured through indicators such as innovation, quality, price, delivery reliability, and time to market. Then according to (Ferreira, J., Cardim, S., & Coelho, A., 2020), a company's competitive advantage is determined by four main indicators: innovation, quality, price, and delivery reliability.

Entrepreneurial Interest
According to (Puddin, K., Hasibuan, A. F., & Rezeki, S., 2020), entrepreneurial interest is an individual's attitude and desire to engage in entrepreneurial activities. According to (Rozikin, A. Z., & Suyati, E. S., 2023), factors influencing entrepreneurial interest include entrepreneurial desire, experience, and support from family and the surrounding environment. According to (Sugianingrat, I. A., Wilyadewi, I. I., & Sarmawa, I. W., 2020), entrepreneurial interest is evident in planning for starting a business, which includes strategies and readiness to face challenges, as well as entrepreneurial career choices that reflect the ability to adapt and innovate in managing a business. Thus, entrepreneurial interest serves as a catalyst to increase the chances of business success.

Entrepreneurial Competency
According to Pranowo, A.S., Sutrisno, J., Sulastiono, P., & Siregar, Z.M., 2020, entrepreneurial competency refers to a set of skills and abilities that enable an entrepreneur to manage and develop a business effectively. According to Yustian, O.R., 2021, entrepreneurial competency refers to a set of skills, attributes, and behaviors that enable an entrepreneur to manage and develop a business effectively. According to Syahyono, S., 2021, entrepreneurial competency encompasses strategic, opportunity, relationship, conceptual, organizational, and commitment competencies, which synergistically support an entrepreneur's ability to design strategies, exploit opportunities, build relationships, think innovatively, manage resources, and demonstrate dedication to achieving business success.

Innovation Capability
In research by Pranowo, A. S., Sutrisno, J., Sulastiono, P., & Siregar, Z. M., 2020, innovation capability refers to an organization's ability to consistently develop new ideas and translate them into successful products or processes that meet market needs. Innovation capability, as explored by Ferreira, J., Cardim, S., & Coelho, A., 2020, refers to an organization's ability to effectively develop and implement innovations that can drive its competitive advantage. According to Yaskun, M., Sudarmiatin, Hermawan, A., & Rahayu, W. P., 2023, a company's innovation capability is also measured through process and product innovation.

Entrepreneurial Orientation
According to (Syurwana, Azis, M., & Bado, B., 2022), entrepreneurial orientation refers to the strategies and decision-making processes that drive a company's actions toward innovation, proactivity, and risk-taking, which are essential for its growth and

competitiveness. Research by (Christian, M., et al., 2021) explains that entrepreneurial orientation is a strategic framework that reflects a company's approach to decision-making, behavior, and actions in pursuing new opportunities. This is measured using three indicators: risk-taking, innovativeness, and proactivity.

Market Orientation

Market orientation, as defined by (Yaskun, M., Sudarmiatin, Hermawan, A., & Rahayu, W. P., 2023), refers to a company's strategic focus on understanding and meeting customer needs, competitor actions, and market trends to create value and maintain competitiveness. According to (Praja, N. S., Iskandar, Masruroh, R., Santikawati, L., & Maulana, Y., 2024), market orientation refers to a company's strategic approach that focuses on understanding and meeting customer needs and proactively responding to change. Puspaningrum, A. (2020) also suggests that market orientation can be seen from two main indicators: customer orientation and competitor orientation.

Entrepreneurial Knowledge

Entrepreneurial knowledge aids in innovative decision-making, risk management, and value creation, which are crucial to a business's success. This knowledge can be acquired through direct experience, education, and social interaction (Hussain, N., & Li, B., 2022). Entrepreneurial knowledge, as defined by (Apriyani, M., & Kustini, K., 2023), refers to the understanding and skills possessed by entrepreneurs that enable them to understand market dynamics, manage their businesses effectively, and identify growth opportunities.

RESEARCH METHODOLOGY

This study uses a quantitative research method with a descriptive research type with the unit of analysis (population) being the owners of MSMEs in the food and beverage industry who implement digital businesses. This study uses a cross-sectional time horizon. The population in this study is MSMEs in the food and beverage sector in the Greater Jakarta area. The number of samples taken was 310 respondents, which used the formula (Sample = Number of Indicators x 10). According to (Hair, J. F., JR., Black, W. C., Babin, B. J., & Anderson, R. E., 2019), the formula in research that has an unknown population size can use guidelines based on research variables. This study used a purposive sampling technique.

Primary data were collected through a questionnaire using a 1-5 Likert scale, covering indicators from eight variables: (1) entrepreneurial interest, (2) entrepreneurial competency, (3) innovation capability, (4) entrepreneurial orientation, (5) market orientation, (6) entrepreneurial knowledge, (7) competitive advantage, and (8) business success. Each variable was measured using indicators validated by previous research.

Data processing and analysis were performed using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method with the assistance of WarpPLS software version 8.0. The analysis procedure included: (1) Outer Model Test, (2) Inner Model Test, (3) R-Square Test, (4) Q-Square Test, and (5) Significance Test (Kock, N., 2023).

RESULT AND DISCUSSION

Respondent Data Characteristics

The respondents in this study consisted of Micro, Small, and Medium Enterprises (MSMEs) operating in the food and beverage industry and have integrated digital technology into their business operations. This study involved 316 respondents spread across the Greater Jakarta (Jakarta, Bogor, Depok, Tangerang, and Bekasi) area, with the following distribution: (1) Jakarta (21.8%), (2) Bogor (19.6%), (3) Depok (19.9%), (4) Tangerang (20.9%), and (5) Bekasi (17.7%). All respondents had a background in the culinary industry and had utilized digital platforms as part of their business strategy. Based on the duration of digitalization implementation in their business, the majority of respondents had been using digital technology for 1 to 5 years

(40.5%), followed by respondents who had adopted digitalization for less than 1 year (32.3%), and respondents who had been using it for more than 5 years (27.2%).

Outer Model Testing

The purpose of this test is to evaluate the validity and reliability of the indicators and variables used in the study. Validity testing was conducted using two methods: convergent validity and discriminant validity, which aim to ensure that the indicators accurately represent the constructs being measured. Meanwhile, composite reliability and Cronbach's alpha tests were used to assess the level of internal consistency, determining whether the indicators have adequate reliability. All analyses were conducted using WarpPLS version 8.0 software.

Convergent Validity Test

The convergent validity test was conducted based on two main criteria: a loading factor value of at least 0.5 and an average variance extracted (AVE) value of greater than 0.5. Based on data processing using WarpPLS 8.0, all indicators showed loading factor values >0.5 and AVE values >0.5. Therefore, it can be concluded that all indicators meet the convergent validity requirements. The detailed results are presented in Table 1.

Table 1. **Convergent Validity Test Result**

Variable	Indicator	*Loading Factor Value*	Parameter	AVE	*Validity*
Business Succes	BS1	0.869	> 0.5	0.776	Valid
	BS2	0.878	> 0.5		Valid
	BS3	0.895	> 0.5		Valid
	BS4	0.891	> 0.5		Valid
	BS5	0.870	> 0.5		Valid
	BS6	0.882	> 0.5		Valid
Competitive Advantage	CA1	0.853	> 0.5	0.735	Valid
	CA2	0.877	> 0.5		Valid
	CA3	0.857	> 0.5		Valid
	CA4	0.857	> 0.5		Valid
	CA5	0.843	> 0.5		Valid
Entrepreneurial Interest	EI1	0.919	> 0.5	0.844	Valid
	EI2	0.919	> 0.5		Valid
Entrepreneurial Competency	EC1	0.844	> 0.5	0.734	Valid
	EC2	0.874	> 0.5		Valid
	EC3	0.869	> 0.5		Valid
	EC4	0.869	> 0.5		Valid
	EC5	0.852	> 0.5		Valid
	EC6	0.832	> 0.5		Valid
Innovation Capability	IC1	0.893	> 0.5	0.802	Valid
	IC2	0.889	> 0.5		Valid
	IC3	0.904	> 0.5		Valid
Entrepreneurial Orientation	EO1	0.879	> 0.5	0.792	Valid
	EO2	0.900	> 0.5		Valid
	EO3	0.890	> 0.5		Valid
Market Orientation	MO1	0.868	> 0.5	0.756	Valid
	MO2	0.890	> 0.5		Valid
	MO3	0.851	> 0.5		Valid
Entrepreneurial Knowledge	EK1	0.875	> 0.5	0.789	Valid
	EK2	0.906	> 0.5		Valid
	EK3	0.883	> 0.5		Valid

Discriminant Validity Test

Composite Reliability

In reliability testing, the assessment is based on the composite reliability value. A variable or indicator is considered reliable if its composite reliability value exceeds 0.7. Based on the test results, all indicators demonstrated composite reliability values above 0.7, indicating that all indicators in this study met the reliability criteria. Therefore, it can be concluded that the variables and indicators used in this study have been proven reliable, as shown in Table 2 below.

Table 2. Composite Reliability

Variable	*Composite Reliability*	Parameter	Result
Business Success	0.954	> 0.7	Reliable
Competitive Advantage	0.933	> 0.7	Reliable
Entrepreneurial Interest	0.915	> 0.7	Reliable
Entrepreneurial Competency	0.943	> 0.7	Reliable
Innovation Capability	0.924	> 0.7	Reliable
Entrepreneurial Orientation	0.919	> 0.7	Reliable
Market Orientation	0.903	> 0.7	Reliable
Entrepreneurial Knowledge	0.918	> 0.7	Reliable

Cronbach's Alpha

After reliability testing using composite reliability values, Cronbach's alpha testing was conducted. A variable or indicator is categorized as reliable if its Cronbach's alpha value is greater than 0.7. Based on the test results, all indicators demonstrated Cronbach's alpha values above 0.7, indicating that they met the reliability criteria. Therefore, it can be concluded that all variables and indicators in this study are reliable, as shown in Table 3 below.

Table 3. Cronbach's Alpha

Variable	Cronbach's Alpha	Parameter	Result
Business Succes	0.942	> 0.7	Reliable
Competitive Advantage	0.910	> 0.7	Reliable
Entrepreneurial Interest	0.815	> 0.7	Reliable
Entrepreneurial Competency	0.927	> 0.7	Reliable
Innovation Capability	0.876	> 0.7	Reliable
Entrepreneurial Orientation	0.868	> 0.7	Reliable
Market Orientation	0.839	> 0.7	Reliable
Entrepreneurial Knowledge	0.866	> 0.7	Reliable

Inner Model Test

This test aims to assess the causal relationships between latent variables in a structural model. This evaluation is conducted to determine the strength of the relationships between latent variables and to test the formulated hypotheses. This testing process includes analyzing the R-Square and Q-Square values, as well as the significance of the relationships between the variables involved in the model.

R-Square Test Results

R-Square (R2) is a measure used to assess the contribution of independent variables in explaining the variability of the dependent variable in a structural model. The R2 value ranges from 0 to 1. The closer the value is to 0, the lower the model's ability to explain the dependent variable. Conversely, the closer the value is to 1, the higher the model's ability to explain changes in the dependent variable based on the influence of the independent variable. It can be concluded that both the BS and CA variables have a high level of explanation in the model, so the model is considered quite good at explaining these variables, as shown in Table 4 below.

Table 4. R-Square

Variable	R-*Square*	R-Square Adjusted	Model
Business Succes (Y)	0.769	0.765	Moderate
Competitive Advantage (Z)	0.844	0.842	Moderate

Q-Square Results

The Q-Square (Q2) value is used to measure the predictive validity of the endogenous latent variables in a model, indicating that it has adequate predictive ability for the endogenous variables. Based on the data presented in Table 5, these values indicate that the model has excellent predictive relevance for both variables.

Table 5. Uji Q-Square

Variable	Q-Square	Analysis
Business Success (Y)	0.770	High predictive validity
Competitive Advantage (Z)	0.845	High predictive validity

Hypothesis Test Results

Hypothesis testing, or significance testing, is conducted by examining the T-statistic. A relationship is considered significant if the T-value is > 1.96 and the P-value is < 0.05. The results in Table 6 indicate that all hypotheses (H1–H10) are significant or accepted, meaning each independent variable has been shown to have a significant effect on the dependent variable.

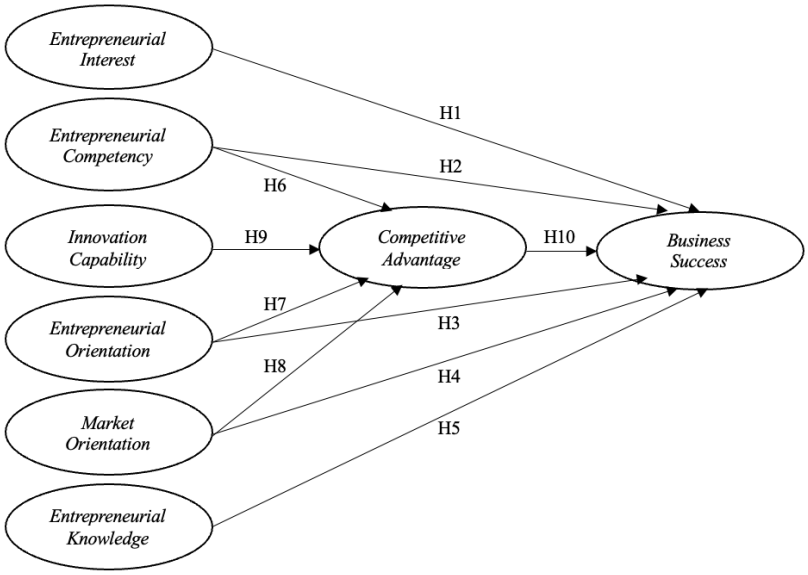

Figure 1 Construct Model

Table 6. T-Statistic

Hypothesis	Relationship	T – *Value*	P – *Value*	Result
H1	(EI) ➔ (BS)	1.737	0.042	Significant
H2	(EC) ➔ (BS)	4.032	<0.001	Significant
H3	(EO) ➔ (BS)	5.131	<0.001	Significant
H4	(MO) ➔ (BS)	3.956	<0.001	Significant
H5	(EK) ➔ (BS)	1.981	0.024	Significant
H6	(EC) ➔ (CA)	2.709	0.004	Significant
H7	(EO) ➔ (CA)	9.475	<0.001	Significant
H8	(MO) ➔ (CA)	2.862	0.002	Significant

H9	(IC) ➔ (CA)	9.839	<0.001	Significant
H10	(CA) ➔ (BS)	4.329	<0.001	Significant

Based on the research results presented, all independent variables showed a significant influence on their respective dependent variables. The Entrepreneurial Interest (EI) variable was shown to have a significant influence on Business Success (BS), which supports the findings of (Puddin, K., Hasibuan, A. F., & Rezeki, S., 2020) that entrepreneurial interest contributes positively to business success. Furthermore, Entrepreneurial Competency (EC) also showed a significant influence on Business Success (BS), in line with research by (Pranowo, A. S., Sutrisno, J., Sulastiono, P., & Siregar, Z. M., 2020) which emphasized that entrepreneurial competence has an important role in driving business success. The same applies to the Entrepreneurial Orientation (EO) variable on Business Success (BS), which is in line with research (Syurwana, Azis, M., & Bado, B., 2022), which explains that entrepreneurial orientation has a positive influence on business success. Likewise, Entrepreneurial Knowledge (EK) has a positive and significant effect on Business Success (BS), this is in line with (Puddin, K., Hasibuan, A. F., & Rezeki, S., 2020) which states that entrepreneurial knowledge increases the ability to make strategic decisions.

On the other hand, this study also revealed that several independent variables have a significant effect on Competitive Advantage (CA). The variables Entrepreneurial Competency (EC) and Entrepreneurial Orientation (EO) have a positive and significant effect on Competitive Advantage (CA), in line with research (Syurwana, Azis, M., & Bado, B., 2022) that entrepreneurial competence and entrepreneurial orientation can create competitive advantage. Then, Market Orientation (MO) has a positive and significant effect on Competitive Advantage (CA), which is in line with research (Muis, I., & Isyanto, P., 2021) which states that market orientation has a positive effect on competitive advantage. Furthermore, the variable Innovation Capability (IC) has a positive and significant effect on Competitive Advantage (CA), this finding is supported by research (Ferreira, J., Cardim, S., & Coelho, A., 2020) which states that innovation capability is key in building competitive advantage.

Finally, Competitive Advantage (CA) itself has been shown to significantly influence Business Success (BS). This finding is supported by research (Syurwana, Azis, M., & Bado, B., 2022), which shows that the competitive advantage possessed by MSMEs is a key factor in achieving sustainable business success.
Overall, the results of this study indicate that entrepreneurial interest, entrepreneurial competence, entrepreneurial orientation, entrepreneurial knowledge, market orientation, and innovation capability play a crucial role in enhancing competitive advantage and achieving business success for MSMEs, particularly in the food and beverage sector.

CONCLUSION & RECOMMENDATIONS

Based on the analysis using structural equation modeling (SEM) with WarpPLS 8.0 software, this study concluded that all tested variables had a positive and significant influence on the target variables. Entrepreneurial Interest, Entrepreneurial Competency, Entrepreneurial Orientation, Market Orientation, and Entrepreneurial Knowledge were shown to have a significant influence on Business Success. Meanwhile, Entrepreneurial Competency, Entrepreneurial Orientation, Market Orientation, and Innovation Capability had a significant influence on Competitive Advantage, which ultimately also had a positive impact on Business Success. Therefore, all hypotheses in this study were accepted.

This study specifically examines the factors influencing business success in Micro, Small, and Medium Enterprises (MSMEs) in the food and beverage sector. These findings provide an important contribution to broadening our understanding of how entrepreneurial aspects and digital strategies can be effectively utilized to increase the competitiveness and success of MSME businesses. These results also emphasize the

importance of synergy between an entrepreneur's personal competency and the use of digital technology in addressing modern business challenges.

Overall, this study emphasizes that the success of MSMEs in the food and beverage industry depends not only on the products and services offered, but also on the extent to which MSMEs are able to implement business strategies based on entrepreneurship, innovation, and market orientation. Therefore, MSMEs need to continuously improve their entrepreneurial capacity, utilize digital technology optimally, and design innovative strategies that are adaptive to market changes to maintain and grow their businesses amidst increasingly fierce competition.

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