



THE SUCCESS OF SMALL CRAFT BUSINESSES DEPENDS ON MOTIVATION, BUSINESS SKILLS AND PRODUCT INNOVATION

Tini Kartini¹

Universitas Djuanda, Bogor, Indonesia

tini.kartini@unida.ac.id

Cindy Amelia²

Universitas Djuanda, Bogor, Indonesia

cindyamelia788@gmail.com*

Sudarijati³

Universitas Djuanda, Bogor, Indonesia

sudarijati@unida.ac.id

Abstract

Business success is one of the key indicators for assessing the sustainability and competitiveness of Micro, Small, and Medium Enterprises (MSMEs). However, craft MSMEs in Bogor City still face various challenges related to business capabilities, motivation, and product innovation, so business success is not yet optimal. This study aims to analyse the impact of business capabilities and motivation on business success through product innovation as an intervening variable in craft MSMEs in Bogor City. The research uses a quantitative approach with descriptive and verificative methods. The research population is all craft MSMEs registered with the Bogor City Cooperative and MSME Office, with a sample of 142 respondents selected using purposive sampling. Data were collected through questionnaires, interviews, observation, and document studies, then analysed using path analysis with the help of IBM SPSS Statistics and a Sobel test to examine mediation effects. The research results show that business capability and business motivation have a positive and significant impact on product innovation. In addition, business capability, business motivation, and product innovation also positively and significantly affect business success. The Sobel test results proved that product innovation can mediate the influence of business capability and motivation on business success. These findings suggest that improving business skills and motivation, supported by product innovation, can enhance the success of MSME craft businesses in Bogor City.

Keywords: Business Ability, Business Motivation, Product Innovation, Business Success



INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a key role in supporting national economic growth. Besides contributing to Gross Domestic Product (GDP), MSMEs can also absorb a large workforce, boost community income, and strengthen national economic resilience. This makes MSMEs one of the important pillars for sustainable economic development. However, the growth of MSMEs in Indonesia still faces various challenges, including limited business management skills, lack of product innovation, and suboptimal motivation among entrepreneurs, affecting business success.

West Java Province is one of the areas with the largest number of SMEs in Indonesia. However, data shows that SME growth in the province has fluctuated during the 2021–2023 period. The growth rate dropped from 7.32% in 2022 to 3.91% in 2023, indicating a slowdown in the SME sector's development even though the number of business units has still relatively increased. This situation shows that SME players are still facing various challenges in maintaining sustainability and boosting their business competitiveness.

Bogor City, as one of the areas in West Java Province, has great potential in developing the creative economy sector, especially the handicraft subsector. According to data from the Bogor City Cooperatives and SMEs Office, the handicraft subsector is the type of creative economy business with the largest number of business units compared to other subsectors. This great potential shows that handicraft businesses have good prospects for growth, but in reality, there are still various problems affecting the success of SME entrepreneurs. One indicator of business success can be seen from the ability of entrepreneurs to achieve revenue targets. Preliminary survey results show that the average revenue realisation of handicraft SMEs in Bogor City only reaches 81% of the set target. Out of 40 business actors observed, only 15 SMEs (37.5%) were able to meet sales targets, while 25 SMEs (62.5%) had not managed to meet these targets. This shows that the success of small craft business owners isn't quite there yet, so it's necessary to identify the factors affecting it.

The success of a business is influenced by various internal factors, including business capability and motivation. Business capability reflects the entrepreneur's ability to manage resources, retain customers, build partnerships, adapt to changes, and develop the right business strategies. Meanwhile, business motivation acts as an internal drive that affects the entrepreneur's enthusiasm in growing the business, boosting productivity, and facing competitive challenges. Besides these two factors, product innovation also plays an important role in



enhancing a business's competitiveness through the development of features, design, and product quality that meet market needs.

The phenomenon is backed up by the results of a pre-survey showing that 57% of MSME actors have a low level of product innovation, 53% have low business capabilities, and 54% show less than optimal business motivation. These results indicate that most MSME actors still face limitations in innovating products, managing their businesses, and maintaining motivation to grow their enterprises. This condition is suspected to be one of the reasons why the business success of handicraft MSMEs in Bogor City is not yet optimal.

Previous research still shows inconsistent results regarding the relationship between business ability, business motivation, product innovation, and business success. Research conducted by Anggriani and Kistyanto (2021) found that business ability does not have a significant impact on product innovation, whereas Farida and Nuryakin (2021) showed that business ability has a positive and significant effect on product innovation. Regarding the business motivation variable, Laily and Milenia (2024) stated that business motivation does not affect product innovation, while Pranandari and Aoyama (2024) found the opposite. Differences in research results also occur in the relationship between business ability, business motivation, and product innovation towards business success. Muhtarom et al. (2023), Antonio and Slamet (2025), as well as Umniyyah and Handoyo (2025) concluded that business ability, business motivation, and product innovation do not have a significant impact on business success. In contrast, Animah et al. (2024), Nuraini et al. (2024), and Anggriani and Kistyanto (2021) proved that all three variables positively and significantly affect business success. Besides that, research on the role of product innovation as an intervening variable still shows different results. Indrawijaya and Rahmadi (2024) as well as Laily and Milenia (2024) stated that product innovation has not been able to mediate the effect of business capability or business motivation on business success. On the other hand, Rahayu et al. (2025) and Saputra and Khalik (2024) found that product innovation can mediate that relationship. The differences in these findings show that there is still a research gap that needs empirical proof, especially for craft SMEs in Bogor City. Therefore, this study aims to analyse the impact of business capability and business motivation on business success through product innovation as an intervening variable for craft SMEs in Bogor City.

Based on these empirical phenomena and research gaps, this study aims to analyse the influence of business capability and business motivation on



business success through product innovation as an intervening variable in craft SMEs in Bogor City. The results are expected to provide theoretical contributions to the development of entrepreneurship studies and serve as considerations for SME actors and the government in formulating strategies to improve business success through strengthening business capability, business motivation, and product innovation.

LITERATURE REVIEW

Business success

Business success is a situation that describes a better state than before (Suryana, 2020). Factors that affect business success include skills and abilities, strong determination and hard work, opportunities and chances, decision-making and risk-taking abilities, creativity and innovation, managerial skills, and motivation. Besides that, indicators of business success include increased capital, income, sales volume, production output, and workforce.

Product innovation

Product innovation is a new, exciting idea that can be developed. Innovation is deliberately created for development purposes and interesting strategies (Prasetyo & Febriani, 2020). Factors affecting product innovation include the following, and the indicators of product innovation are: product features, product design, and product quality.

Business Capability

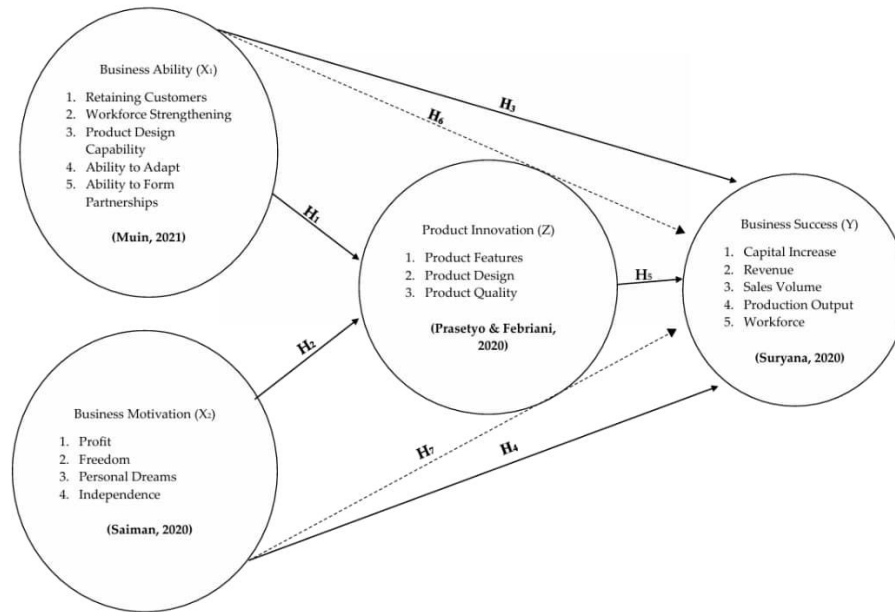
Business capability is an effort to create advantages by organising and allocating resources between internal and external resources (Muin, 2021). The indicators of business capability are: retaining customers, strengthening the workforce, product design capability, and the ability to form partnerships.

Business Motivation

Business motivation is a state where someone has adequate readiness, both in terms of ability and mental preparedness, to run and manage a business optimally (Saiman, 2020). The indicators of business motivation include profit, freedom, personal dreams, and independence.

Conceptual Framework

This study investigates the measurement of hospital performance using the Balanced Scorecard approach. The conceptual framework is developed to explain the research problem based on relevant theories and findings from previous empirical studies. Accordingly, the conceptual framework illustrates the relationships among the variables examined in this study, as presented in Figure 1.



Picture 1.

Framework

Source: Data Processed (2025)

—————→ = Direct effect
 - - - - - → = Indirect effect

Hypothesis:

- H_1 : There is a direct and positive effect of entrepreneurial ability on product innovation.
- H_2 : Entrepreneurial motivation has a direct and positive effect on product innovation.
- H_3 : Entrepreneurial ability has a direct and positive impact on business success.
- H_4 : Business motivation has a direct and positive effect on business success.
- H_5 : Product innovation has a direct and positive impact on business success.
- H_6 : Entrepreneurial ability has an indirect and positive effect on business success through product innovation.
- H_7 : There is an indirect and positive effect of entrepreneurial motivation on business success through product innovation.



RESEARCH METHOD

This research uses a quantitative approach with descriptive and verification methods. The quantitative approach is used to test the effect of business capability and business motivation on business success through product innovation as an intervening variable, while the descriptive method is used to describe the conditions of each research variable. The verificative method is used to test the causal relationships between variables based on the formulated hypotheses. The relationship between variables is analysed using path analysis because this method can identify both direct and indirect effects of exogenous variables on endogenous variables through intervening variables.

The research was carried out on craft MSME operators in Bogor City. The choice of research location was based on Bogor City's potential as one of the centres for MSME development in West Java Province, especially in the craft sector, which contributes significantly to the local economy. The variables used in this study consist of business capability (X_1) and business motivation (X_2) as independent variables, product innovation (Z) as an intervening variable, and business success (Y) as the dependent variable. The research population includes all craft MSMEs registered and active with the Bogor City Cooperative and MSME Office. The sampling technique used purposive sampling, which means choosing respondents based on certain criteria, including MSMEs located in Bogor City, registered and active with the Bogor City Cooperative and MSME Office, having been in business for at least one year, engaged in the craft sector, and willing to be research respondents.

The data used consists of primary and secondary data. Primary data was obtained through distributing questionnaires, interviews, and direct observation of craft SMEs in Bogor City. Meanwhile, secondary data was gathered from various sources, such as books, scientific journals, documents from the Cooperative and SME Office, the Central Statistics Agency (BPS), as well as other references relevant to the research. The research instruments were designed using a Likert scale to measure respondents' perceptions of each research variable indicator.

Data analysis was carried out using IBM SPSS Statistics. Before testing the hypotheses, the data were checked through validity tests, reliability tests, and classic assumption tests, including normality, multicollinearity, and heteroscedasticity tests. Next, a path analysis was performed to determine the size of direct and indirect effects between variables. Hypotheses were tested using t-tests (partial), while the mediation effect of product innovation was tested using the Sobel Test at a 5% significance level.



RESULTS AND DISCUSSION

Data Analysis

1. Validitas Test

Validity testing is an important stage in research aimed at assessing how well the data obtained can represent the actual conditions and correspond to the concept being measured (Sugiyono, 2022). The criteria for deciding validity are that if the calculated t is greater than the r -table, it is considered valid. Whereas if the calculated t is smaller than the r -table, it is considered not valid. The results of the validity test can be seen in Table 1.

Table 1.
Validity Test Result

Variable	Question Number	t_{hitung}	t_{tabel}	Information
Business Success (Y)	Y.1	0,606	0,3	Valid
	Y.2	0,499	0,3	Valid
	Y.3	0,532	0,3	Valid
	Y.4	0,484	0,3	Valid
	Y.5	0,672	0,3	Valid
	Y.6	0,422	0,3	Valid
	Y.7	0,671	0,3	Valid
	Y.8	0,669	0,3	Valid
	Y.9	0,638	0,3	Valid
	Y.10	0,663	0,3	Valid
Product Innovation (Z)	Z.1	0,504	0,3	Valid
	Z.2	0,716	0,3	Valid
	Z.3	0,536	0,3	Valid
	Z.4	0,652	0,3	Valid
	Z.5	0,7	0,3	Valid
	Z.6	0,563	0,3	Valid
	Z.7	0,71	0,3	Valid
Business Ability (X1)	X1.1	0,592	0,3	Valid
	X1.2	0,565	0,3	Valid
	X1.3	0,559	0,3	Valid
	X1.4	0,707	0,3	Valid
	X1.5	0,462	0,3	Valid
	X1.6	0,571	0,3	Valid



Variable	Question Number	r_{hitung}	r_{tabel}	Information
	X1.7	0,499	0,3	Valid
	X1.8	0,729	0,3	Valid
	X1.9	0,541	0,3	Valid
	X1.10	0,682	0,3	Valid
	X1.11	0,515	0,3	Valid
Business Motivation (X2)	X2.1	0,342	0,3	Valid
	X2.2	0,37	0,3	Valid
	X2.3	0,451	0,3	Valid
	X2.4	0,551	0,3	Valid
	X2.5	0,365	0,3	Valid
	X2.6	0,662	0,3	Valid
	X2.7	0,588	0,3	Valid
	X2.8	0,355	0,3	Valid
	X2.9	0,381	0,3	Valid
	X2.10	0,54	0,3	Valid
	X2.11	0,285	0,3	Tidak Valid
	X2.12	0,342	0,3	Valid
	X2.13	0,483	0,3	Valid
	X2.14	0,311	0,3	Valid

Source: Data Processed (2026)

Based on Table 1, it shows that out of a total of 42 statement items tested, there is 1 item that is not valid, leaving 41 items that can be used. The indicators for the business success, product innovation, and business capability variables are all valid, whereas for the business motivation variable, there is 1 item that is not valid, namely statement X2.11. This result explains that the research instrument generally meets the validity criteria and is suitable for further analysis.

2. Reliability Test

An instrument is said to be reliable if it is used repeatedly to measure the same object and produces relatively consistent data (Sugiyono, 2022). Reliability testing aims to ensure that the research instrument used is truly appropriate and trustworthy. The reliability decision criteria are that if the Cronbach's alpha value is greater than 6, it is considered reliable. Whereas if the Cronbach's alpha value is less than 6, it is not reliable. Here are the results of the reliability test



Table 2.
Reliability Test Result

Variable	Cronbach Alpha	Stipulated Value	Information
Business Success (Y)	0,782	0,6	Reliable
Product Innovation (Z)	0,696	0,6	Reliable
Business Ability (X ₁)	0,804	0,6	Reliable
Business Motivation (X ₂)	0,676	0,6	Reliable

Source: Data Processed (2026)

Based on Table 2, it shows that the Cronbach's alpha values obtained for each variable are greater than the 0.6 consistency value. This indicates that all the instruments for each variable in this study are considered reliable. In other words, all the statements provided can be used in this research.

3. Path Analysis

This study uses path analysis with the help of IBM SPSS Version 27.00, which will result in two equations, namely X₁ and X₂ to Z, and X₁, X₂, and Z to Y. The structural equation model for the path analysis in this study is as follows:

$$Z = \rho_{zx1}X_1 + \rho_{zx2}X_2 + \varepsilon_1$$

$$Z = 0,601X_1 + 0,213X_2 + 0,517$$

$$Y = \rho_{yx1}X_1 + \rho_{yx2}X_2 + \rho_{yz}Z + \varepsilon_2$$

$$Y = 0,389X_1 + 0,192X_2 + 0,351Z + 0,411$$

The total effect, which is a combination of the direct and indirect effects of the exogenous variable on the endogenous variable:

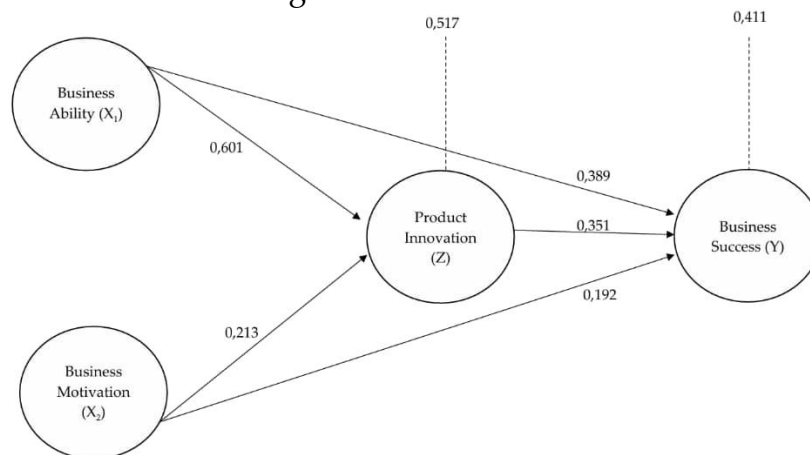


Figure 2.
Path Analysis Results

Source: Data Processed (2026)

A recap of the results of the direct effect coefficient, indirect effect, and total effect is as follows:



Table 3.
Path Analysis Results

No	Variable			Path Coefficient		
	Exogen	Endogen	Intervening	Direct	Indirect	Total
1	Business Ability (X_1)	Product Innovation (Z)	-	0,601	-	-
2	Business Motivation (X_2)	Product Innovation (Z)	-	0,213	-	-
3	Business Ability (X_1)	Business Success (Y)	-	0,389	-	-
4	Business Motivation (X_2)	Business Success (Y)	-	0,192	-	-
5	Product Innovation (Z)	Business Success (Y)	-	0,351	-	-
6	Business Ability (X_1)	Business Success (Y)	Product Innovation (Z)	-	0,210	0,081
7	Business Motivation (X_2)	Business Success (Y)	Product Innovation (Z)	-	0,074	0,463

Source : Data Processed, (2026)

4. Coefficient of Determination

Based on the calculation results of the determination coefficient for the first equation, the R Square value is 0.483. This shows that the contribution of business ability (X_1) and business motivation (X_2) to product innovation (Z) is 48.3%. The remaining 51.7% comes from variables that were not studied, such as the desire to achieve, curiosity, risk-taking, education, experience, opportunities, and creativity (Alma, 2020). For the second equation, the R Square value is 0.589. This indicates that the contribution of business ability (X_1) and business motivation (X_2), product innovation (Z) to business success (Y) is 58.9%. The remaining 41.1% comes from variables not studied, such as strong determination and hard work, business opportunities, decision-making and risk-taking ability, and managerial skills (Suryana, 2020).



5. Hypothesis Testing

This research tests the hypothesis using the t-test and Sobel test. The t-test is applied to test hypotheses H_1 , H_2 , H_3 , H_4 , and H_5 , which aim to examine the direct effect between variables, while the Sobel test is used to test H_6 and H_7 , which evaluate the indirect effect between variables. The criterion for testing hypotheses with the t-test is if $t_{\text{calculated}} > t_{\text{table}}$, the hypothesis is accepted. The t value is calculated using IBM SPSS Version 27.00, while the t table value is obtained from the t distribution with $\alpha = 0.05$ and degrees of freedom (df) = $n - k - 1 = 142 - 2 - 1 = 139$, resulting in a t table value of 1.655. For hypothesis testing with the Sobel test, the criterion used is if $Z_{\text{calculated}} > Z_{\text{table}}$, the hypothesis is accepted. The Z calculated value is computed using the Sobel test formula or through the Sobel Test Calculator application, while the Z table value is 1.96.

Based on the recap from each hypothesis test, the overall recap of all the hypothesis tests will be explained as follows:

Table 4.
Recap of hypothesis testing

No	Hypothesis	Statistical Test		Decision	Conclusion
1	There is a direct and positive influence of entrepreneurial capability on product innovation	9.401	1,656	H_{a1} accepted H_{01} rejected	There is a positive and significant direct effect of business capability on product innovation
2	There is a direct and positive influence of entrepreneurial motivation on product innovation	3.330	1,656	H_{a2} accepted H_{02} rejected	There is a positive and significant direct effect of entrepreneurial motivation on product innovation
3	There is a direct and positive influence of entrepreneurial ability on business success	5.313	1,656	H_{a3} accepted H_{03} rejected	There is a positive and significant direct effect of business capability on business success
4	There is a direct and positif influence of entrepreneurial motivation on business success	3.233	1,656	H_{a4} accepted H_{04} rejected	There is a positive and significant direct effect of entrepreneurial



No	Hypothesis	Statistical Test		Decision	Conclusion
					motivation on business success
5	There is a direct and positive influence of product innovation on business success	4.621	1,656	H _{a5} accepted H ₀₅ rejected	There is a positive and significant direct effect of product innovation on business success
6	There is a positive indirect effect of entrepreneurial capability on business success through product innovation	4,42	1,96	H _{a6} accepted H ₀₆ rejected	There is a positive indirect effect of entrepreneurial capability on business succes through product innovation
7	There is a positive, indirect effect of entrepreneurial motivation on business success through product innovation.	2,80	1,96	H _{a7} accepted H ₀₇ rejected	There is a positive, indirect effect of entrepreneurial motivation on business success through product innovation

Source: Data Processed (2026)

The Influence of Business Capability on Business Innovation

Based on the results from the t-test hypothesis testing, the t-value obtained was $9.401 > 1.655$ with a significance value of $0.000 < 0.05$, meaning H₀ was rejected and H_a was accepted. This indicates that there is a direct and positive influence of business capability on product innovation in handicraft SMEs in Bogor City. The results show that the business skills possessed by entrepreneurs can enhance product innovation through the ability to manage the business, recognise market opportunities, and develop new ideas according to consumer needs. These findings are in line with research conducted by Farida & Nuryakin (2021) and Indrawijaya & Rahmadi (2024), which stated that business capability has a direct, positive, and significant effect on product innovation.

The Effect of Business Motivation on Business Innovation

Based on the results from the t-test hypothesis testing, the calculated t-value was $3.330 >$ the table t-value of 1.655 with a sig. value of $0.000 < 0.05$, so H₀



is rejected, and H_a is accepted. This means there is a direct and positive effect of business motivation on product innovation. These results show that the business motivation of entrepreneurs can drive the creation of product innovation. This is in line with research conducted by Pranandari & Aoyama (2024) and Nuraini et al (2024), which state that business motivation has a direct and significant impact on business innovation.

The Effect of Business Ability on Business Success

Based on the calculations from the t-test hypothesis testing, the t-value obtained was $5.313 > 1.655$ table value with a significance of $0.000 < 0.05$, so H_0 was rejected, and H_a accepted. This means there is a direct and positive effect of business skills on business success. This result shows that the business skills possessed by entrepreneurs can improve business success. This finding aligns with research conducted by Animah et al (2024) and Rahayu et al (2025), which stated that business skills have a direct, positive, and significant impact on business success.

The Effect of Business Motivation on Business Success

Based on the results from the t-test hypothesis testing, the calculated t-value is $3.233 >$ the table value of 1.655 with a significance value of $0.002 < 0.05$, so H_0 is rejected, and H_a is accepted. This means there is a direct and positive effect of business motivation on business success. The results show that the motivation of business owners can drive an increase in business success. This is in line with research conducted by Budiarto & Pratiwi (2023) and Laily & Milenia (2024), which stated that business motivation has a direct, positive, and significant influence on business success.

The Impact of Product Innovation on Business Success

Based on the results of the t-test hypothesis testing, the calculated t-value was $4.621 >$ the table t-value of 1.655 with a significance value of $0.000 < 0.05$, so H_0 was rejected, and H_a was accepted. This means there is a direct and positive impact of product innovation on business success. These results show that the product innovation carried out by entrepreneurs can increase business success. This aligns with the research conducted by Safitri et al (2023) and Asepta et al (2024), which stated that product innovation has a positive and significant effect on business success.

The Indirect Influence of Business Capability on Business Success Through Product Innovation

Based on the calculations from the Sobel test hypothesis, it was found that the Z value was $4.42 >$ the Z table value of 1.96, so H_0 is rejected and H_a is



accepted. This means there is a positive and significant indirect effect of business capability on business success through product innovation. This indicates that even though business capability does not directly have an optimal impact on business success, it can enhance business success if supported by product innovation. These results are in line with the research conducted by Anggriani & Kistyanto (2021), which found that business capability does not affect business success through product innovation.

The Indirect Influence of Business Motivation on Business Success Through Product Innovation

Based on the calculations from the Sobel test hypothesis, it was found that the Z value is $2.80 >$ the Z table value of 1.96, so H_0 is rejected, and H_a is accepted. This means that there is a positive and significant indirect effect of business motivation on business success through product innovation. This indicates that even though business motivation has not directly had an optimal impact on business success, it can enhance business success when accompanied by product innovation. This result aligns with the research conducted by Laily & Milenia (2024), which stated that business motivation has an indirect effect on business success through product innovation.

CONCLUSION

Based on research on the influence of business capability and motivation on business success through product innovation as an intervening variable in crafts SMEs in Bogor City, it can be concluded that business capability and motivation have a direct positive impact on product innovation. In addition, business capability, motivation, and product innovation also directly and positively affect business success. The results show that the better business owners are at managing their businesses and the higher their motivation, the more they will improve their ability to create product innovations, which ultimately boosts business success. Besides that, product innovation has proven to play a role as an intervening variable that mediates the influence of business ability and business motivation on business success. So, improving business ability and motivation can help create better product innovation, which in turn contributes to enhancing business success in craft SMEs in Bogor City.

REFERENCES

- Alma, B. (2020). *Manajemen Pemasaran dan Pemasaran Jasa*. Bandung: Alfabeta.
- Anggriani, Y. Y., & Kistyanto, A. (2021). Pengaruh Kemampuan Usaha Terhadap Keberhasilan Usaha UMKM Kota Surabaya Melalui Inovasi Produk.



- Ekuitas : Jurnal Ekonomi Dan Keuangan*, 5(3), 407–427.
<https://doi.org/https://doi.org/10.24034/j25485024.y2021.v5.i3.4534>
- Animah, Astuti, W., & Nabila, D. T. Della. (2024). Pengaruh Kemampuan Usaha dan Pemanfaatan Teknologi Informasi Untuk Mencapai Keberhasilan Usaha Ayam Geprek di Kota Mataram. *JIAI: Jurnal Ilmiah Akuntansi Indonesia*, 9(1), 48–61. <https://doi.org/https://doi.org/10.32528/jiai.v9i1.22402>
- Farida, N., & Nuryakin. (2021). Bussiness Capability, Relational Capability and Indonesian Manufacturing SME Performance: an Empirical Analysis of The Mediating Role of Product Innovation. *International Society For Manufacturing Service and Management Engineering*, 13(1), 41–52. <https://doi.org/https://doi.org/10.2478/emj.2021.0003>
- Indrawijaya, S., & Rahmadi, A. R. (2024). Pengaruh Kemampuan Usaha Terhadap Keberhasilan Usaha Dengan Inovasi Usaha Mikro Sebagai Mediasi. *Jurnal Manajemen Terapan Dan Keuangan (Mankeu)*, 13(01), 166–178.
- Isbahi, M. B., Zuana, M. M. M. ., & Mariana, E. R. . (2022). The Technology Strategy in Website Communication Media in Improving Business Activities. *Majapahit Journal of Islamic Finance and Management*, 1(2), 126–138. <https://doi.org/10.31538/mjifm.v1i2.17>
- Laily, N., & Milenia, T. A. (2024). Pengaruh Motivasi Usaha Terhadap Keberhasilan Usaha Dengan Inovasi Sebagai Variabel Intervening (Kasus Pada UMKM di Kabupaten Sidoarjo). *Jurnal Ilmu Dan Riset Manajemen*, 13(5), 1–15.
- Muhtarom, A., Munaffidah, E. S., Ruswaji, Badriyah, N., & Lubis, Z. (2023). Pengaruh Karakteristik Wirausaha, Modal Usaha, Kemampuan Usaha, dan Strategi Pemasaran Terhadap Keberhasilan Usaha Dengan Perkembangan Usaha Sebagai Variabel Intervening (Studi Kasus Pada Kediren Kecamatan Kalitengah Kabupaten Lamongan). *Jurnal Penelitian Manajemen Terapan (PENATARAN)*, 8(2), 131–143.
- Muin, S. A. (2021). *Kinerja Usaha Pelaku UMKM Etis Bugis Makasar: Suatu Tinjauan Kemampuan Usaha, Budaya Berusaha, Modal Sosial dan Kewirausahaan*. Indramayu: Penerbit Adab.
- Nuraini, D. E., Supriyono, & Mamik Indaryani. (2024). Pengaruh Kompetensi dan Motivasi Terhadap Kinerja UMKM Dengan Inovasi Produk Sebagai Variabel Mediasi (Studi Pada Sektor UMKM Makanan dan Minuman Bersertifikat Halal di Kabupaten Wonosobo). *Journal Economic, Management and Business*, 3(1), 25–38. <https://doi.org/https://doi.org/10.32699/magna.v3i1.6662>



- Pranandari, R. P., & Aoyama, A. (2024). The Effects of Motivation Creativity and Social Media Usage for Information Seeking on Product Innovation. *Ekoma: Jurnal Ekonomi, Manajemen, Akuntansi*, 3(6), 989–1000. <https://doi.org/https://doi.org/10.56799/ekoma.v3i6.5081>
- Prasetyo, B. D., & Febriani. (2020). *Komunikasi Pemasaran Terpadu: Pendekatan Tradisional Hingga Era Media Baru*. Malang: Penerbit UB Press.
- Rahayu, S., Syafe'i, D., Dahlia, Wiranata, H., & Sari, P. I. (2025). Inovasi Produk Sebagai Mediasi Pengaruh Kemampuan Usaha dan Orientasi Kewirausahaan Terhadap Keberhasilan Usaha UMKM. *Jurnal Ekonomi & Ekonomi Syariah*, 8(2), 1440–1457. <https://doi.org/https://doi.org/10.36778/jesya.v8i2.2184>
- Saiman, L. (2020). *Kewirausahaan : Teori, Praktik, dan Kasus-Kasus (Edisi 2)*. Jakarta : Salemba Empat.
- Saputra, R., & Khalik, I. (2024). Pengaruh Motivasi Usaha dan Lingkungan Usaha Terhadap Keberhasilan Usaha Dengan Inovasi Sebagai Variabel Intervening Pada Usaha Kuliner Kabupaten Bungo. *Jurnal Manajemen Terapan Dan Keuangan*, 13(05), 1652–1665. <https://doi.org/https://doi.org/10.22437/jmk.v13i05.32703>
- Sudarijati, Kartini, T., & Alam, S. (2025). Kinerja Usaha UMKM Makanan Ringan Berbasis Motivasi, Kemampuan, Kinerja Usaha dan Komitmen Organisasi. *Jurnal Ilmiah Global Education*, 6(2), 239–251. <https://doi.org/https://doi.org/10.55681/jige.v6i2.3731>
- Sugiyono. (2022). *Metode Penelitian Kuantitatif*. Bandung: Alfabeta.
- Suryana. (2020). *Kewirausahaan Pendoman Praktis: Kiat dan Proses Menuju Sukses*. Jakarta: Salemba Empat.