



THE INFLUENCE OF THE APPLICATION OF DIGITAL TECHNOLOGY AND ENTREPRENEURIAL ORIENTATION ON MSME PERFORMANCE

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Abstract

This research aims to examine the effect of synergy between the application of digital technology and entrepreneurial orientation on the performance of coffee shop MSMEs in Bojonegoro. The results of the analysis show that the combination of these two variables significantly improves business performance, exceeding the individual impact of each variable. These findings underline the importance of a holistic approach in developing MSMEs in the digital era, which combines technological innovation with entrepreneurial spirit. The use of technology such as online ordering applications, inventory systems and data analysis allows MSME coffee shops to operate more efficiently, saving time and costs, as well as reducing errors. This research provides important implications for the government and relevant stakeholders to design policies that support the adoption of digital technology by MSMEs such as technology service providers, business consultants and the entrepreneurial community can accelerate the digital transformation process. as well as a more targeted entrepreneurial capacity development program.

Keyword: Digital Technology, Entrepreneurial Orientation, MSME Performance, Coffee Shop, Bojonegoro.

1. INTRODUCTION

MSME (Micro, Small and Medium Enterprises) is a term that refers to business units that have a small to medium scale in terms of capital, income and number of workers. In Indonesia, MSMEs are defined based on Law Number 20 of 2008 concerning Micro, Small and Medium Enterprises. The development of digital technology has brought significant changes to the business world, including the Micro, Small and Medium Enterprises (MSME) sector. According to (Meiriki, 2020) in the current digital era, one sector that is very important to follow developments in technology and information is Micro, Small and Medium Enterprises, MSME players will need the right information technology to be able to grow and compete in the global market. The coffee shop industry is part of the MSMEs which also face similar challenges, especially in the Bojonegoro area which is experiencing dynamic MSME growth. Through digitalization, coffee shops can utilize platforms such as Instagram, Twitter, Tiktok etc. to improve business performance and reach customers widely.

Table 1:
Number of Instagram Coffee Shop Followers in Bojonegoro

No	Coffee Shop Name	Address	Number of Followers
1	Golden Sand Coffee & Eatery	Jl. MH. Thamrin No.108, Ledok Kulon Tiga, Ledok Wetan, Dist. Bojonegoro, Bojonegoro Regency	11,9 k
2	D'Konco Cafe	SMKN 5 Bojonegoro, Sawah, Sambiroto, Kec. Cotton, Bojonegoro Regency	10,3 k
3	Fourstep Coffee Eatery	Jl. DR. Sutomo No. 53, Kepatihan, Kec. Bojonegoro, Bojonegoro Regency, East Java 62115	2,3 k

4	Naked Uncle Eatery Bojonegoro	Jalan Dokter Wahidin No. 73, Kepatihan, Kec. Bojonegoro, Bojonegoro Regency, East Java 62111	2.1 k
5	The Nook Cafe and Eatery	Jl. DR. Suharso No.52, Mojo Kp., Kadipaten, Kec. Bojonegoro, Bojonegoro Regency, East Java 62119	2 k

The table above shows that there are differences in the popularity and effectiveness of marketing strategies carried out by several Coffee Shops in Bojonegoro. Several Coffee Shops in Bojonegoro such as *Golden Sand Coffee & Eatery* which has a number of followers reaching 11.9 thousand, showing that effective use of social media can attract attention and increase business potential significantly. The table above also shows that social media can make it easier for business actors to reach customers widely without geographical boundaries. With interesting content and consistent interaction, coffee shops can attract the attention of a larger audience. Through the use of digital technology such as social media, business actors in Bojonegoro can maximize their potential in facing competitive challenges while taking advantage of dynamic growth opportunities. The use of social media, especially Instagram, provides significant benefits for the Coffee Shop in terms of marketing efficiency and effectiveness. With lower costs compared to marketing methods. conventionally, social media allows coffee shops to reach a wider and more diverse audience (Lindiani, 2024).

In Bojonegoro the Coffee Shop industry is showing promising growth as evidenced by the large number of business actors setting up coffee shops and increasing demand from the public, especially young people. However, with increasing competition, coffee shop management requires a more modern and efficient approach, one of which is through digitalization. Digitalization in coffee shop management covers various aspects ranging from operational management to customer service. By adopting this technology, the culinary industry has undergone significant changes, demonstrating that intelligent technology integration can drive business growth and improve the overall customer experience. Technological developments in mobile applications for online transactions, especially in the food and beverage sector, have increased rapidly. This is characterized by the easier it is to order food and drinks without the need to visit or queue at culinary establishments (Lukita, 2024). This means that digital technology in MSMEs is not only limited to the marketing aspect, but also includes the operations of a business. Digital technology allows MSMEs, especially coffee shop businesses, to automate various processes, such as inventory management, financial recording, employee management and customer service. By thoroughly utilizing digital technology, MSMEs can not only increase operational efficiency, but also create sustainable competitive advantages amidst increasingly fierce market

competition.

Amid the dynamic growth of MSMEs in Bojonegoro, the Coffee Shop business faces challenges in the form of intense competition, changes in consumer preferences and limited resources. In this context, entrepreneurial orientation is considered as one of the key factors that can encourage the performance of MSMEs to survive and develop. According to (Nova Hari Santhi, 2020) MSMEs that have a high entrepreneurial orientation will tend to take actions based on innovative decisions, dare to take business risks and tend to take proactive actions in anticipating business competition and taking advantage of opportunities. This reflects the ability of coffee shop business actors to create added value, respond quickly to market changes, and make strategic decisions despite risks. Coffee shops that have an entrepreneurial orientation tend to be more innovative in creating new products, more active in reaching the market, and more courageous in investing resources to support business growth. This entrepreneurial orientation not only helps the Coffee Shop to increase sales, but also strengthens their position in an increasingly competitive market.

Micro, Small and Medium Enterprises (MSMEs) Coffee Shops in Bojonegoro have grown rapidly along with increasing public interest in the culture of hanging out and enjoying coffee. However, many MSMEs face challenges in adopting digital technology and developing an adaptive entrepreneurial orientation. The following is an identification of the problems faced by MSME Coffee Shops, especially those in the Bojonegoro area. The first is the low level of digital technology adoption. Based on the 2023 Bojonegoro Cooperatives and MSMEs Service report, 60% of Coffee Shops in Bojonegoro have not used digital technology optimally, such as social media marketing or Point Of Sale (POS)

applications. Then, based on a local survey by an independent research institution (RISBIS Bojonegoro), 65% of coffee shop business people said they did not understand how digital technology works, digital marketing strategies or business management applications. As a result, there is a decrease in income and dependence on traditional promotions that are less efficient.

2. THEORETICAL BASIS

Definition and performance indicators of MSMEs

MSME performance is a concept that refers to the level of success of micro, small and medium enterprises in achieving their business goals. These goals can be in the form of financial profits, customer satisfaction, market control and business sustainability. Good performance in all sectors, including finance, production, distribution and marketing, is an

absolute requirement for MSMEs to continue to survive (Malikhah et al., 2024).

Understanding digital technology, digital technology elements, and their application in the world of small business According to Danuri (2019: 119), digital technology is information technology that prioritizes activities carried out by computer or digital rather than using human power. According to Turban et al. (2015) Digital technology elements include hardware, software, networks and databases used to manage information, support communications and provide technology-based services to users.

The application of digital technology elements in the world of small business helps face challenges such as limited resources, market competence and operational efficiency. With the adoption of the right strategies small businesses can thrive and remain relevant in the digital era.

Entrepreneurial orientation (entrepreneurial dimensions: proactiveness, innovation, courage to take risks) Entrepreneurial orientation is an organizational strategic resource with the potential to generate competitive advantage. The potential of entrepreneurial orientation and its impact on business performance depends on the role of entrepreneurial orientation as a driver or pioneer for organizational capabilities and innovation (Poudelet et al., 2012).

Dimensions of Entrepreneurship according to Timpeh (2011), are:

- a. Economic entrepreneurship is entrepreneurship that directs the role of entrepreneurs in the context of the production and distribution of goods in a competitive market
- b. Psychological entrepreneurship, emphasizing the personal characteristics that define entrepreneurship. Personality traits are necessary for achievement in risk-taking, innovation, and tolerance.
- c. Sociological entrepreneurship, sociological theory is the third of the main entrepreneurship theories. Focusing on the social context of traditional analysis. Four social contexts related to entrepreneurial opportunities are social networks.
- d. Anthropological entrepreneurship, the emphasis is on the cultural entrepreneurship model. The model says that new ventures are created by a person's cultural influences. Cultural practices lead to entrepreneurial attitudes such as innovation also leads to business creation behavior. An individual's ethnicity influences attitudes and behavior.
- e. Opportunity-based entrepreneurship, opportunity-based theory that provides a broad conceptual framework for entrepreneurship research. Entrepreneurs do not cause change but exploit changing opportunities.
- f. Resource-based entrepreneurship, resource-based entrepreneurship theory argues that access to opportunity-based resources and new business growth emphasizes the

importance of financial, social and human resources.

- g. Human capital entrepreneurship, entrepreneurs have individual-specific resources that facilitate new opportunities and the gathering of new resources for the venture being undertaken, some people are better able to recognize and exploit opportunities than others because they have better access to information and knowledge.

Product innovation is a process that seeks to provide solutions to existing problems. Problems that often occur in business are good but expensive products or cheap but poor quality products. According to Moreau et.al in Sutrasdawati (2008), product innovation can come from improvements or changes to previously existing products or it can also come from products that are completely new and different from before. This means that companies that are able to design their products according to customer wishes will be able to survive amidst competition because their products are still in demand by consumers.

According to Saiman (2014: 57), the courage to take risks in entrepreneurship is a desire to try to do it intelligently regardless of shame and fear. An entrepreneur must have the courage to take responsibility, be willing to test his assumptions about the business he will run and dare to take the risk of being wrong.

Relationship between variables (Hypothesis based on previous theory)

The role of digital technology for MSMEs on a global scale, the ability of resource-based information technology on company performance can provide fast, affordable services and update information faster than competitors (Zhang and Tansuhaj, 2007), so that digital technology has an influence on company performance (Yunis et al., 2018). The impact of globalization, supported by technological advances, has changed the business system in the contemporary world, with the aim of surviving and achieving maximum results. Therefore, it is important to prepare for competition in order to take advantage of dynamic business opportunities (Bulak and Turkyilmaz, 2014). Many companies are starting to use and utilize digital resources to formulate and implement digital business strategies (Chi et al., 2016), with the aim of a company being able to reduce costs, improve company performance, and achieve competitive business sustainability (Bulak and Turkyilmaz, 2014). Based on the description above, a second hypothesis can be proposed, namely: H1 : Digital technology on the performance of MSMEs. X1 : Digital Technology

3. RESEARCH METHODS

Sample and data collection

This research uses a quantitative approach with a cross-sectional survey design, where

data is collected at a certain time from a sample of coffee shop MSMEs in Bojonegoro Regency. Data collection was carried out through questionnaires distributed to 30 MSME coffee shops that had used digital technology and implemented an entrepreneurial orientation. The population in this study were all coffee shop MSMEs registered in Bojonegoro Regency. Data collection was carried out through a questionnaire distributed in Bojonegoro to a sample of 30 respondents using the Simple Random Sampling technique, which means sampling where each member of the population has the same opportunity to be selected as part of the sample.

Research Variables

Dependent variable: Coffee Shop MSME business performance, influenced by the application of digital technology and entrepreneurial orientation.

Independent variables:

- Application of technology Measured by the type of technology used or digital system used in the daily operations of MSMEs.
- Entrepreneurial orientation is measured by Implementation of ideas new in business too like resource availability, managerial capabilities, And external support.

Data analysis

The collected data was analyzed using multiple linear regression to test the influence of each independent variable on the dependent variable. Before the analysis, validity and reliability tests were carried out, to ensure the quality of the data, this research questionnaire used a 5-point Likert scale. With answer choices: 1.Strongly disagree. 2.Agree. 3.Neutral. 4.Agree. 5.Totally agree. Then for data management, use the SPSS application.

4. RESULTS AND DISCUSSION

Respondent Demographics

Table 2: Respondent Demographics

Information	Presentation
Number of employees:	
1. 1-3 People	40 %
2. 4-7 People	33,33 %
3. More than 7 People	26,67 %
Length of Business Operation:	
1. 1-2 Years	28,28 %
2. 3-4 Years	13,79 %
3. More than 5 Years	37,93 %

Based on data regarding the number of employees, the majority of businesses have between 1 and 3 employees, which is 40%. This shows that most businesses are on a small scale

with a relatively small number of employees, so they are easier to manage and suitable for businesses with simple operational activities. This small business scale is likely to be dominated by businesses that are just developing or have limited resources to add workers. Meanwhile, businesses with 4 to 7 employees cover 33.33% of the total data. This percentage reflects business groups that are starting to grow with a larger organizational structure than small businesses. This group likely involves more operational activities and has the capacity to serve a larger number of customers. Businesses with more than 7 employees are only 26.67%. This percentage is relatively small compared to the other two groups, indicating that large-scale businesses are still a minority. This group likely consists of businesses that are stable, have large enough capital, or are able to handle customer requests on a wider scale. Overall, this data shows that most businesses are still in the early or middle stages of development, with only a few growing to large scale. This reflects the potential to encourage further development for small and medium enterprises in order to increase operational capacity and workforce in the future.

Based on data regarding length of business, the majority of businesses in this study have been established for 1-2 years, namely 48.28%. This shows that many businesses are still in the early stages of development. These businesses are likely still focused on building market share, introducing their products or services to consumers, and facing various initial challenges in running a business. The high percentage of businesses that are 1-2 years old can also illustrate the dynamics of significant new business growth in this sector. Furthermore, businesses that have been established for 3-4 years only cover 13.79% of the total data. This percentage shows that there are fewer businesses that survive into the middle phase of their business cycle. Businesses in this group are likely to have begun to stabilize operationally and financially, but still face challenges in continuing to grow and expand their market reach. In contrast, businesses that have been operating for more than 5 years account for 37.93% of the total data, making it the second largest group. Businesses that survive for a longer period of time demonstrate their success in facing various business challenges, building a solid customer network, and may have achieved stability in the market. The presence of this group also reflects that there is a great opportunity for businesses in this sector to develop into more established entities, as long as they are able to adapt to changes in the business environment. Overall, this data shows that the business sector studied has a composition that is dominated by new businesses, but there are also a number of businesses that have been operating for a long time. This provides an overview of the diversity of experience and stages of business development in this sector, as well as indicating the potential to strengthen the business

ecosystem to support business continuity in the long term.

Validity and Reliability Test

Table 3: Validity Test

Variables	Indicator	GIS Value	R Count	RTable	Information
Application of Technology	X ₁ 1	0,05	0,817	0,361	Valid
	X ₁ 2	0,05	0,721	0,361	Valid
	X ₁ 3	0,05	0,760	0,361	Valid
	X ₁ 4	0,05	0,759	0,361	Valid
	X ₁ 5	0,05	0,605	0,361	Valid
Entrepreneurial Orientation	X ₂ 1	0,05	0,668	0,361	Valid
	X ₂ 2	0,05	0,765	0,361	Valid
	X ₂ 3	0,05	0,531	0,361	Valid
	X ₂ 4	0,05	0,770	0,361	Valid
	X ₂ 5	0,05	0,690	0,361	Valid
MSME performance	Y ₁	0,05	0,757	0,361	Valid
	Y ₂	0,05	0,757	0,361	Valid
	Y ₃	0,05	0,861	0,361	Valid
	Y ₄	0,05	0,712	0,361	Valid
	Y ₅	0,05	0,683	0,361	Valid

Table 4: Reliability Test

Variables	Alpha Value	Information
Application of Technology (X ₁)	0,759	Reliable
Entrepreneurial Orientation (X ₂)	0,717	Reliable
MSME Performance (Y ₁)	0,802	Reliable

1. Application of Digital Technology to Performance

In the validity test, the Digital Technology Application variable shows that all indicators have a significant correlation with the main variable at the 1% confidence level ($p < 0.01$), except PT5 which is significant at the $p < 0.05$ level. This indicates that indicators such as PT1, PT2, PT3, and PT4 are very relevant for measuring the application of digital technology in MSMEs. The highest correlation was found in PT1 with the main variables ($r = 0.817$), indicating that PT1 is the most influential indicator.

From the reliability test, the Cronbach's Alpha value of 0.759 indicates that the questionnaire has good internal consistency. Therefore, this measuring tool is valid and reliable for measuring the application of digital technology.

2. Implementation of Entrepreneurial Orientation

Based on the results of the analysis, the indicators in the Entrepreneurial Orientation variable show a significant correlation with the main variables with a significance level of 1% ($p < 0.01$) for most indicators (OK1, OK2, OK4, and OK5). However, some indicators such as OK3 show a lower correlation and are only significant

at $p < 0.05$. The highest correlation was found in OK2 with the main variables ($r = 0.765$), indicating that this dimension is very dominant in explaining entrepreneurial orientation.

The reliability of this variable is shown by the Cronbach's Alpha value of 0.717, which indicates quite good internal consistency. This means that this measuring tool can be trusted to analyze the influence of entrepreneurial orientation.

3. MSME performance

The validity test on the MSME Performance variable shows that all indicators have a significant correlation with the main variables at a significance level of 1% ($p < 0.01$) except KU4 which is only significant at $p < 0.05$. The highest correlation was found in KU3 with the main variable ($r = 0.861$), indicating that this indicator has the greatest influence in measuring MSME performance.

The results of the reliability test with a Cronbach's Alpha value of 0.802 show a very good level of internal consistency, confirming that this questionnaire is quite reliable for assessing performance.

Tabel 5: Direct Effect Test Result

Direction of Influence		Coefficient	Say	Remarks
Application of Digital Technology	MSME performance	0,531	0,003	Significant Positive
Entrepreneurial Orientation	MSME performance	0,502	0,005	Significant Positive

Partial significant test (t test), this test is carried out to prove the influence of the independent variable on the dependent variable partially (individually). In other words, the t test in multiple linear regression analysis is used to determine the influence of each independent variable partially on the dependent variable and is shown by the coefficient table.

It is known that the respondents who have been collected are 30 respondents, and there are 2 independent variables, so $T \text{ table} = (0.05/2 : 30-2-1) = (0.025 : 27)$. From the results obtained, we can see the value from the T distribution percentage table. The value obtained from the T distribution percentage table above is 2.052. After knowing the value from the T distribution percentage table, testing can be carried out. In the performance section. There are 2 independent variables that will be tested.

Following are the results of the test:

- 1) In the variable Application of Digital Technology (X1). Obtained Sig of 0.100. Because the Sig value is greater than 0.05 ($0.003 < 0.05$), the hypothesis H1 is accepted.
- 2) For the Digital Orientation variable (X2), the Sig is greater than 0.05 ($0.005 < 0.05$), so hypothesis H1 is accepted.

5. DISCUSSION

1. The application of digital technology affects the performance of MSMEs

The T test results show that the application of digital technology has a significant positive influence on the performance of MSMEs. This is reflected in the coefficient value of 0.531, which indicates that the higher the level of application of digital technology, the better the performance of MSMEs. In other words, digital technology can be an important factor in increasing the competitiveness and productivity of MSMEs.

In addition, the significance value of 0.003 (below the threshold of 0.05) strengthens the conclusion that the relationship between the application of digital technology and MSME performance is statistically significant. These results confirm that the impact of digital technology on the performance of MSMEs is not just a coincidence, but has a strong scientific basis. Thus, the hypothesis which states that the application of digital technology affects the performance of MSMEs can be accepted. These findings provide practical implications, namely the importance of encouraging the adoption of digital technology among MSME players to support their business growth in the era of digitalization.

2. Entrepreneurial orientation influences MSME performance

Entrepreneurial orientation is proven to have a positive influence on the performance of MSMEs, as shown by the results of the analysis with a coefficient of 0.502 and a significance value of 0.005. These findings confirm that entrepreneurial orientation is an important factor in supporting the success of MSMEs in the midst of increasingly competitive business competition.

The coefficient value of 0.502 reflects the existence of a fairly strong relationship between entrepreneurial orientation and MSME performance. The higher the level of entrepreneurial orientation, the better the resulting business performance. MSME players who have an entrepreneurial orientation tend to show characteristics such as innovation, proactiveness in seizing opportunities, and the courage to take risks. These three aspects provide advantages for MSMEs in developing new ideas and creating added value for their business.

In addition, the significance value of 0.005 which is below the threshold of 0.05 indicates that the relationship between entrepreneurial orientation and MSME performance is statistically significant. This means that this relationship not only applies in a particular context, but also reflects patterns that are relevant and reliable for general application.

Entrepreneurial characteristics such as innovation, the courage to take risks, and the

ability to adapt to changes in the business environment help MSMEs create relevant strategies to achieve competitive advantage. With a strong entrepreneurial orientation, MSMEs can be more flexible in facing challenges while taking advantage of opportunities to grow and develop in the market.

Research Implications

1. There is a need for further research

The research results obtained do not fully explain the relationship between the variables studied. This could mean that there are other factors to consider, or perhaps the relationships between the variables themselves are more complex than previously assumed. Further research with more sophisticated designs may involve the use of more complex analytical methods, such as multivariate statistical models or more controlled experimental approaches. In addition, considering other context variables (such as environmental, social, or demographic factors) will help provide a more complete and accurate picture of the relationships between the variables studied. Overall, this reflects the importance of continuing to explore and deepen research in order to draw conclusions. The results produced are more valid and relevant.

2. Reevaluate strategy

The research results as reflection and evaluation material for practitioners or policy makers in formulating or adapting strategies related to the application of digital technology and digital orientation. The results obtained can provide insight into whether existing strategies are effective or need to be adapted to more specific conditions and needs. Therefore, policy makers can consider designing strategies that are more flexible and adaptive to the dynamics of technological development and user needs.

6. CONCLUSION

The application of digital technology has a positive and significant influence on the performance of MSMEs. The analysis results show that the higher the level of application of digital technology, the better the performance produced by MSMEs. This shows that the use of technology, such as business management applications and marketing via social media, can increase operational efficiency, reduce errors and speed up the service process to customers.

The implementation of digital technology allows MSMEs, especially coffee shops, to compete more effectively in an increasingly competitive market. By adopting the right technology, MSMEs can expand their marketing reach and increase interactions with

customers through digital platforms.

Entrepreneurial orientation has also been proven to have a significant influence on MSME performance. MSME players who have a high entrepreneurial orientation tend to be more innovative, proactive and willing to take risks. These characteristics help them create added value, respond quickly to market changes, and make strategic decisions that support business growth.

There is a synergistic relationship between the application of digital technology and entrepreneurial orientation on the performance of MSMEs. The combination of these two elements significantly improves business performance, exceeding the individual impact of each variable. This shows the importance of a holistic approach in developing MSMEs, where the integration of technology with an entrepreneurial spirit not only increases efficiency, but also encourages innovation and growth.

This research also provides important implications for the government and relevant stakeholders to design policies that support the adoption of digital technology by MSMEs. Training and capacity development programs for MSMEs need to be improved to ensure they have the knowledge and skills needed to utilize technology. In addition, collaboration between MSMEs and technology service providers and business consultants can accelerate the digital transformation process, helping business actors implement more adaptive and innovative entrepreneurial strategies.

Suggestion

Based on these results, there are several suggestions for further research or action:

- 1) Future research needs to consider the interaction between digital technology adoption and entrepreneurial orientation. This research can evaluate whether there is a synergistic influence between the two variables that can improve business performance more significantly.
- 2) Coffee shops need to be more active in utilizing social media and other digital platforms to expand market reach. More innovative marketing strategies, such as collaboration with local influencers and participation in culinary events, can help attract the attention of the younger generation and increase business visibility.

7. RESEARCH LIMITATIONS

This research only uses a sample of MSMEs from the Coffee Shop in Bojonegoro City which may not reflect the conditions of MSMEs in other cities. Different cities have different challenges, opportunities and technology needs. Therefore, the results of this study may not

be generalizable. In addition, the sample size in this study is limited to 30 coffee shops participating in the survey, which may not be large enough to represent the entire MSME population in the wider region or country. With small or unrepresentative samples, the results can be affected by sampling bias.

This research was carried out in a limited time, so it may not be possible to carry out further depth or long-term monitoring on the development of MSMEs after the application of digital technology and entrepreneurial orientation. Digital technology adoption often takes time to show significant results, so studies that only measure effects in the short term may not be able to describe the long-term impact.

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