DIJEMSS:
Dinasti International Journal of Education Management and Social Science
E-ISSN: 2686-6331
P-ISSN: 2686-6358
https://dinastipub.org/DIJEMSS dinasti.info@gmail.com +62 811 7404 455
DINASTI PUBLISHER
DOI: https://doi.org/10.38035/dijemss.v6i6

Analysis of Entrepreneurial Orientation, Innovation, and Social Media on MSME Performance

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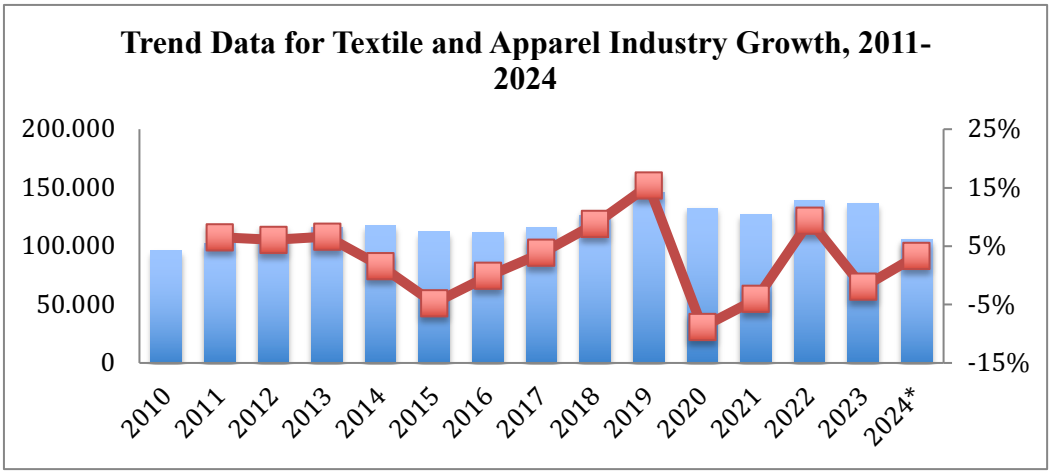
Abstract: The study uses entrepreneurial orientation as variable X1, innovation as variable X2, social media as variable X3, and MSME performance as variable Y. The purpose is to determine the influence of entrepreneurial orientation, innovation, and social media on MSME performance through a quantitative approach with descriptive and associative methods. The research sample consisted of 114 convection MSME actors in Sukabumi City, selected using purposive sampling based on predetermined criteria. Multiple regression analysis is used as the statistical method in this research. The F test results show that entrepreneurial orientation, innovation, and social media simultaneously have a significant effect on MSME performance, where the F count is 225.106, which is greater than the F table value of 2.69. The T-test results reveal that entrepreneurial orientation positively and significantly affects MSME performance (2.344 > 1,658), innovation also has a significant positive effect (4.445 > 1,658), and social media shows a similar result (4.588 > 1,658). The coefficient of determination (R Square) is 0.860, indicating that 86% of MSME performance is influenced by the three independent variables, while 14% is explained by other factors not examined in this study. All variables fall within the very strong influence category.

Keyword: Entrepreneurial Orientation, Innovation, Social Media, MSME Performance

INTRODUCTION

MSMEs contribute significantly to the Indonesian economy, but still face difficulties in maintaining performance (Anwar & Hendri, 2025). Indonesia has a textile industry with synthetic fiber production sites, converting fibers into yarn, weaving, knitting, pattern printing, fabric finishing, and apparel production sites (Putri, et al., 2025). The textile industry focuses on the production of clothing and finished goods that are custom or according to order (Ihsan, et al., 2024).



Source: (Research, 2024)

Figure 1. **Trend Data for Textile and Apparel Industry Growth, 2011-2024**

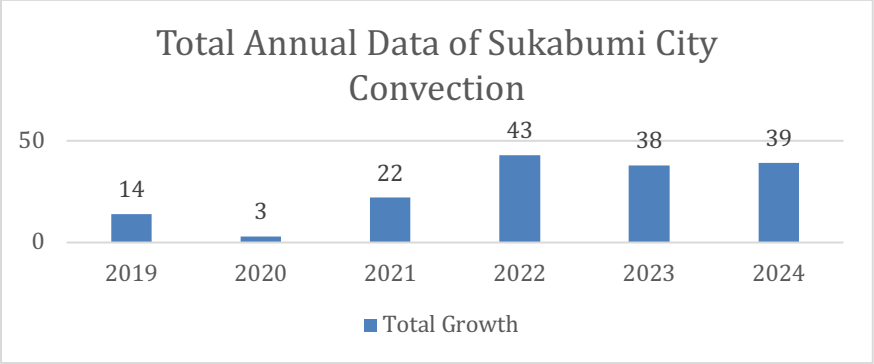
Based on Figure 1, The growth trend of the textile and apparel industry from 2011 to 2024 has decreased due to the COVID-19 pandemic in 2019. (Research, 2024). Issues faced by the industry during the pandemic included stock shortages, supply chain disruptions, delivery problems, operational challenges, new work arrangements like online sales, changes in information flow, and labor issues such as temporary layoffs or permanent dismissals (Hartmann & Lussier, 2020) Additionally, the implementation of micro-scale community activity restrictions (PPKM) that prohibited company operations became a major challenge for MSME performance (Kornitasari et al., 2023)

MSME performance refers to the output achieved within a specific period (Sugeng, et al., 2020). According to (Falentina, et al., 2022) it refers to the accomplishment of a business's role and tasks in achieving its goals, influenced by various success factors. (Tjahjadi, et al., 2022) categorize performance into financial, customer, internal process, and growth performance. According to (Saputra, et al., 2024) optimal performance in sectors such as finance, production, distribution, and marketing is essential for MSME sustainability and growth.

Entrepreneurial orientation can enhance MSME performance (Sondra & Widjaja, 2021) and is a key factor for MSME growth, encompassing proactive, innovative, and risk-taking behaviors (Utomo, et al., 2023) According to (Hamidah, et al., 2022) rgue that entrepreneurial orientation involves actions to improve performance by fostering new ideas. (Hindarwati, et al., 2021) state that entrepreneurial orientation includes market involvement through product innovation, risk-taking in decision-making, proactive innovation, and competitive advantages.

Business success requires innovation, quality entrepreneurial skills, and new ideas that add customer value (Ramdani, et al., 2024). Innovation is the process of generating creative ideas, developing technology, and observing market segments with distinct product differentiation (Al Mugni, et al., 2022). t includes product, process, marketing, and organizational innovation (Indawati & Harti, 2022).

Social media is an essential tool for improving MSME marketing strategies and growth (Heryadi, et al., 2023). It is a company innovation to reach customers, share information, increase competitive advantages, and build relationships. (Kevin & Puspitowati, 2020). (Hartanto, 2022) most MSMEs use social media for personal contact with customers, promotion, identifying customer needs, responding to feedback, and as an effective communication tool that expands market share and aids business decision-making. (Alfikri, 2021) states that social media usage includes online communities, interaction, content sharing, accessibility, and credibility.



Source: Investment and One-Stop Integrated Service Office (2025)
Figurer 2 : **Total Annual Data of Sukabumi City Convection**

Based on Figure 2, Sukabumi City's convection growth fluctuates: it dropped dramatically in 2020 (14 to 3) due to the pandemic, rose in 2021 (3 to 22) due to economic recovery and digitalization, surged in 2022 (22 to 43) thanks to MSME support and fashion trends, fell in 2023 (43 to 37) due to competition and expensive raw materials, and rose again in 2024 (38 to 39) due to economic stability and innovation. (Investment and One-Stop Integrated Service Office, 2025)

Sukabumi City has various problems such as limited production capacity, labor, and weak operational management. Financial performance declines due to inconsistent product quality, sub-optimal marketing, and inability to follow trends. Revenues are stagnant due to low purchasing power and lack of innovation as well as unattractive social media content, resulting in low sales and performance of MSMEs.

Previous research by (Sefanya & Ie, 2024) dan (Kowo & Akanmu, 2021) found that entrepreneurial orientation positively influences MSME performance. However, (Indawati & Harti, 2022) found no significant effect. Previous research by (Aulia & Hidayat, 2021) and (Kowo & Akanmu, 2021) noted innovation's positive impact on performance, contrasting with (Bria, et al., 2024) who found no effect. Studies by (Kevin & Puspitowati, 2020) and (Komariah, et al., 2022) onfirmed the influence of social media, while (Rusdi, et al., 2022) reported otherwise.

Based on the research and empirical gaps presented above, this study aims to analyze the performance of convection MSMEs in Sukabumi City, entitled: **"**Analysis of Entrepreneurial Orientation, Innovation, and Social Media on MSME Performance (An Empirical Study on Convection MSMEs in Sukabumi City)" This study will answer several questions, namely:

1. How does entrepreneurial orientation affect the performance of convection MSMEs in Sukabumi City?
2. How does innovation affect the performance of convection MSMEs in Sukabumi City?
3. How does social media affect the performance of convection MSMEs in Sukabumi City?
4. How do entrepreneurial orientation, innovation, and social media simultaneously affect the performance of convection MSMEs in Sukabumi City?

METHOD

This study employs a quantitative method with a descriptive approach, which objectively explains the relationship between variables through theory and statistical analysis (Widianingsih, et al., 2022). The population in this study consists of convection MSME actors, while the sample includes 114 convection MSMEs in Sukabumi City. The sampling technique used in this research is Slovin's formula. The research instruments used include observation,

interviews, questionnaires, and literature review. The collected data were processed through classical assumption tests to ensure their validity before conducting data analysis. The research model is as follows:

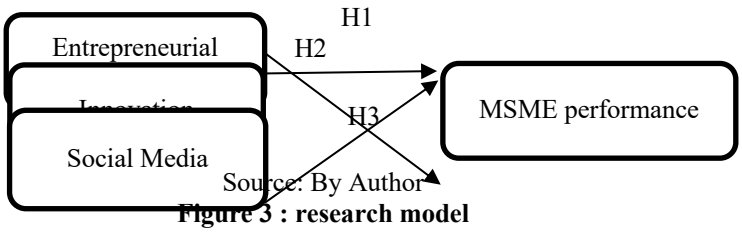


Figure 3 : research model

RESULTS AND DISCUSSION

Respondent Description

The research results are taken from the analysis of questionnaires that have been distributed to 114 respondents online via Google Forms, while the results are presented in the following table:

Table 1. Respondent Description

Category	Description	Number	Percentage
Gender	Male	55	51,8%
	Female	59	48,2%
Age	< 25 years	21	18,4%
	25-55 years	85	74,6%
	>55 years	8	7%
Business Duration	< 5 years	76	66,7%
	5-15 years	32	28,1%
	>15 years	6	5,3%

Source: Processed Data Results, 2025

The majority of respondents are male (51.8%), with a nearly equal proportion of females (48.2%). Most respondents fall within the productive age range of 25–55 years (74.6%), while those under 25 years (18.4%) and over 55 years (7%) are fewer. In terms of business duration, most respondents (66.7%) have been running their businesses for less than five years, while the rest have been operating for 5–15 years (28.1%) and over 15 years (5.3%), indicating that the majority of business actors are still in the early development stage.

Validity Test

The validity test is used to measure whether a questionnaire is valid. Validity testing for variables X1, X2, X3, and Y was conducted using IBM SPSS Statistics Version 25.

Table 2. Validity Test Results

Variable	Item No.	r Count	r Table	Description
Entrepreneurial Orientation (X1)	X1.1	0.739	0,3	Valid
	X1.2	0.633	0,3	Valid
	X1.3	0.674	0,3	Valid
	X1.4	0.650	0,3	Valid
	X1.5	0.635	0,3	Valid
	X1.6	0.645	0,3	Valid
	X1.7	0.651	0,3	Valid
	X1.8	0.708	0,3	Valid
	X1.9	0.631	0,3	Valid
	X2.1	0.769	0,3	Valid
	X2.2	0.698	0,3	Valid

Innovation (X2)	X2.3	0.728	0,3	Valid
	X2.4	0.618	0,3	Valid
	X2.5	0.610	0,3	Valid
	X2.6	0.622	0,3	Valid
	X2.7	0.654	0,3	Valid
	X2.8	0.628	0,3	Valid
	X2.9	0.641	0,3	Valid
Social Media (X3)	X3.1	0.727	0,3	Valid
	X3.2	0.722	0,3	Valid
	X3.3	0.736	0,3	Valid
	X3.4	0.653	0,3	Valid
	X3.5	0.612	0,3	Valid
	X3.6	0.693	0,3	Valid
	X3.7	0.674	0,3	Valid
	X3.8	0.681	0,3	Valid
	X3.9	0.630	0,3	Valid
MSME Performance (Y)	Y.1	0.691	0,3	Valid
	Y.2	0.689	0,3	Valid
	Y.3	0.631	0,3	Valid
	Y.4	0.652	0,3	Valid
	Y.5	0.726	0,3	Valid
	Y.6	0.671	0,3	Valid
	Y.7	0.692	0,3	Valid
	Y.8	0.632	0,3	Valid
	Y.9	0.651	0,3	Valid
	Y.10	0.644	0,3	Valid
	Y.11	0.731	0,3	Valid
	Y.12	0.660	0,3	Valid

Source: SPSS V25 Data Processing Results, 2025

Based on Table 2, the validity test results show that all indicators have a validity value above 0.3, meaning the instruments used in this study are highly consistent. The data obtained from these valid measurement tools are reliable and serve as a strong foundation for the research.

Reliability

According to (Anggraini, et al., 2022), the reliability test in this study was conducted using Cronbach's Alpha formula. If a variable shows a Cronbach's Alpha value > 0.60, it can be concluded that the variable is considered reliable.

Table 3. Reliability Test

No	Item	R-calculated	R-critical	Description
1	Entrepreneurial Orientation	0,839	0,6	Reliable
2	Innovation	0,841	0,6	Reliable
3	Social Media	0,856	0,6	Reliable
4	MSME Performance	0,890	0,6	Reliable

Source: SPSS V25 Data Processing Results, 2025

Based on Table 3, all research instrument variables have values higher than the standard R value and are declared reliable. This means that the measuring instruments used in this study are appropriate, trustworthy, and can be used to measure the intended variables.

Classical Assumption Test

Normality Test

According to (Indartini & Mutmainah, 2024), the normality test is one of the parametric statistical tools used to evaluate whether the data is normally distributed. Normality can be tested using the Kolmogorov-Smirnov Test, where if the significance value (p-value) is greater than α = 0.05, the data is considered normally distributed.

Table 4. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		114
Normal Parameters[a,b]	Mean	,1666667
	Std. Deviation	2,41426756
Most Extreme Differences	Absolute	,075
	Positive	,075
	Negative	-,060
Test Statistic		,075
Asymp. Sig. (2-tailed)		,155[c]

Source: SPSS V25 Data Processing Results, 2025

The results in Table 4 show a significance value of 0.155, which is greater than 0.05. This indicates that the data is normally distributed and is suitable for regression analysis.

Multicollinearity Test

According to (Asfihan, 2021), multicollinearity occurs in multiple regression analysis when two or more independent variables are highly correlated, potentially affecting regression results. If the VIF value exceeds 10, it indicates significant multicollinearity.

Table 5. Multicollinearity Test

Coefficients[a]								
Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	1,378	1,963		,702	,484		
	Entrepreneurial Orientation	,242	,103	,175	2,344	,021	,227	4,401
	Innovation	,568	,128	,415	4,445	,000	,146	6,853
	Social Media	,492	,107	,376	4,588	,000	,190	5,266

Source: SPSS V25 Data Processing Results, 2025

In the multicollinearity test, the results show that the tolerance values for the third variable are 0.227; 0.146; and 0.190, all of which are greater than 0.1. In addition, the VIF values obtained, namely 4.401; 6.853; and 5.266, are still below 10. This indicates that there is no multicollinearity problem between the independent variables, so that each variable does not influence each other excessively.

Autocorrelation Test

According to (Asfihan, 2021) The autocorrelation assumption is used to evaluate whether there is a relationship between the nuisance errors in the current period (t) and the previous period (t-1) in the regression model. The Durbin Watson test compares the calculated Durbin Watson value (d) with the critical Durbin Watson table values (dU and dL). The test criteria include:

1. If the value of dW < dL or dW > 4 - dL, then H_0 is rejected, meaning there is autocorrelation.
2. If dU < dW < 4 - dU, then H_0 is accepted, meaning there is no autocorrelation.
3. If dL < dW < dU or 4 - dU < dW < 4 - dL, then no conclusion can be drawn (uncertain area).

Table 6. Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,927[a]	,860	,856	2,31938	1,809

Source: SPSS V25 Data Processing Results, 2025

Autocorrelation testing with the Durbin-Watson method showed a result of 1.809. This value is between the lower limit (Du) and 4–Du (1,641< 1.809 < 2.260), which means there is no autocorrelation in the regression model. This means that prediction errors do not affect each other and the model is reliable.

Heteroscedasticity Test

According to (Indartini & Mutmainah, 2024) Heteroscedasticity occurs when the variance of the residuals is not constant across different values of the independent variable. If the calculated value is greater than the table or Sig. < 0.05, then there is an indication of heteroscedasticity in the regression model

Table 7. Heteroscedasticity Test

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	6,682	1,241		5,385	,000
	Entrepreneurial Orientation	,033	,065	,092	,499	,619
	Innovation	-,041	,081	-,117	-,512	,610
	Social Media	-,123	,068	-,363	-1,807	,074

Source: SPSS V25 Data Processing Results, 2025

The heteroscedasticity test shows that the significance values for X1, X2, and X3 are 0.619; 0.610; and 0.074, all exceeding 0.05. Thus, it can be concluded that this regression model is free from heteroscedasticity symptoms and has met the classical assumptions as a whole.

Multiple Correlation Coefficient Test

According tot (Indartini & Mutmainah, 2024), multiple correlation refers to the relationship between two or more independent variables (X1, X2, X3) and one dependent variable (Y), showing how well the independent variables can explain the variance in the dependent variable.

Table 8. Multiple Correlation Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	,927[a]	,860	,856	2,31938	,860	225,106	3	110	,000

Source: SPSS V25 Data Processing Results, 2025

Based on the results obtained, the multiple correlation test shows a value of 0.927, which means that there is a very strong relationship between entrepreneurial orientation, innovation, and social media on MSME performance.

Korelasi Table 9. Interpretation of the Correlation Coefficient Value

Interval Coefficient	of Relationship Level
0.00 - 0.199	Very Low
0.20 – 0,399	Low
0,40 – 0,599	Medium
0,60 – 0,799	Strong
0,80 – 1.000	Very Strong

Sourcer: (Sugiyono, 2024)

Based on the results obtained in table 6, the results of testing the multiple correlation coefficient of entrepreneurial orientation, innovation and social media on MSME performance are 0.927. and a significant level of α = 0.05, this value is in the 0.80 - 1.000 category. This shows that there is a very strong relationship between entrepreneurial orientation, innovation and social media on MSME performance.

Uji koefisien Dtereminasi

R-square (R2) or the coefficient of determination measures how large a proportion of the variance in the dependent variable can be explained by the independent variables in the regression model. (Indartini & Mutmainah, 2024). The coefficient of determination (R2) ranges from 0 to 1. If R2 is close to 1, the model is strong in explaining the dependent variable. If it is close to 0, the relationship is weak.

Table 10. Test Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,927[a]	,860	,856	2,31938

Source: SPSS V25 Data Processing Results, 2025

The coefficient of determination (R^2) value of 0.860 indicates that 86% of the variation in MSME performance can be explained by these three variables, while the remaining 14% is influenced by other factors not included in this research model.

Simultaneous Test (F Test)

The F test is a statistical test used to test whether the independent variables together have a significant effect on the dependent variable in the regression model or analysis of variance (ANOVA). If the level set at 5% applies the provisions of F count> F table, the model is considered significant, whereas if F count < F table, the model is considered insignificant (Sugiyono, 2024).

Table 11. Simultaneous Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3632,884	3	1210,961	225,106	,000[b]
	Residual	591,748	110	5,380		
	Total	4224,632	113			

Source: SPSS V25 Data Processing Results, 2025

The F test results with an Fcount value of 225.106 are greater than the Ftable of 2.69. Simultaneously or together, the three independent variables of entrepreneurial orientation, innovation, and social media have a significant influence on the performance of MSMEs.

Multiple Linear Regression Test

According to (Indartini & Mutmainah, 2024) Multiple Linear Regression Analysis is a statistical method for analyzing the linear relationship between several independent variables and the dependent variable, as well as to predict the value of the dependent variable based on changes in the independent variable.

Table 12. Multiple Linear Regression Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,378	1,963		,702	,484
	Entrepreneurial Orientation	,242	,103	,175	2,344	,021
	Innovation	,568	,128	,415	4,445	,000
	Social Media	,492	,107	,376	4,588	,000

Source: SPSS V25 Data Processing Results, 2025

Based on the table above, the multiple regression equation can be determined as follows:

a = 1,378
b1 = 0.242
b2 = 0.568
b3 = 0.492

$Y = 1{,}378 + 0242\ X_1 + 0.568\ X_2 + 0.492\ X_3$

From the multiple linear equation above, it can be concluded:

1. The constant value of 1.378 has a positive value, meaning that if the three independent variables (Entrepreneurial Orientation, Innovation, and Social Media) are considered constant or zero, then MSME Performance still has a value of 1.378. This shows that without the influence of these three variables, MSME performance still has a positive base value.
2. The Entrepreneurial Orientation coefficient of 0.242 shows a positive influence on MSME Performance. This means that each one unit increase in the Entrepreneurial Orientation variable will increase MSME Performance by 0.242, assuming other variables are held constant. The positive sign indicates a unidirectional relationship.
3. The Innovation coefficient of 0.568 also has a positive influence, which means that if the Innovation variable increases by one unit, the MSME Performance will increase by 0.568. This shows that Innovation has the strongest influence among the three independent variables in improving MSME performance.
4. The Social Media coefficient of 0.492 indicates that if the utilization of Social Media increases by one unit, the MSME performance will increase by 0.492. The positive sign indicates a unidirectional relationship between Social Media and MSME Performance.

Partial Test (Test)

The t test is a statistical test used to test the significance of the regression coefficient of each independent variable in the regression model. This test is used to determine whether the independent variable has a significant effect on the dependent variable individually. The determination is if r count is smaller than the table, then Ho is accepted, and Ha is rejected. But

on the contrary, if r count is greater than r table (rh> r table) then Ha is accepted. (Sugiyono, 2024)

Table 13. Partial Test (Test)

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1,378	1,963		,702	,484
	Entrepreneurial Orientation	,242	,103	,175	2,344	,021
	Innovation	,568	,128	,415	4,445	,000
	Social Media	,492	,107	,376	4,588	,000

Source: SPSS V25 Data Processing Results, 2025

The t-test results show that each independent variable has a partially significant effect on MSME performance. This is indicated by the calculated t values for entrepreneurial orientation (2.344), innovation (4.445), and social media (4.588), all of which are greater than the t table (1,658), and have significance values below 0.05. Thus, it can be concluded that together, the three variables have contributed to improving the performance of MSMEs.

Effect of Entrepreneurial Orientation on MSME Performance

Based on the results of multiple linear regression calculations, the entrepreneurial orientation variable has a regression coefficient of 0.242, which means that each one-unit increase in entrepreneurial orientation will increase MSME performance by 0.242. This means that the higher the entrepreneurial orientation owned by MSME actors, the better the performance of these MSMEs. MSME actors with a high entrepreneurial orientation tend to be more able to innovate, be innovative and take risks. The t test results show that the t count of 2.344 is greater than the t table of 1.981, and the significance value of 0.021 is smaller than 0.05. Based on these results, it can be concluded that entrepreneurial orientation has a significant effect on MSME performance.

Effect of Inivation on MSME Performance

Based on the results of multiple linear regression calculations, the innovation variable (X2), the regression coefficient obtained is 0.568, which means that every one unit increase in innovation will increase MSME performance by 0.568. Innovation plays a huge role in increasing the competitiveness of MSMEs. Through innovation, MSMEs can introduce new products, improve production processes, and be able to manage well and more efficiently. The t test results show that the t count of 4.445 is greater than the t table of 1.981, and the significance value of 0.000 is smaller than 0.05. Thus, it can be concluded that innovation has a significant effect on the performance of MSMEs.

Effect of Social Media on MSME Performance

Based on the results of multiple linear regression calculations, the social media variable has a regression coefficient of 0.492, which means that every one unit increase in the use of social media will increase the performance of MSMEs by 0.492. Social media provides a great opportunity for MSMEs to. Therefore, effective utilization of social media can improve the performance of MSMEs. The t test results show that the t count of 4.588 is greater than the t table of 1.981, and the significance value of 0.000 is smaller than 0.05. This shows that social media has a significant effect on the performance of MSMEs, so the proposed hypothesis is accepted.

How do entrepreneurial orientation, innovation and social media influence the performance of MSMEs?

The results of the simultaneous test (F test) show that entrepreneurial orientation, innovation, and the use of social media, when tested together, have a significant influence on the performance of convection MSMEs in Sukabumi City. The calculated F value of 225.106 is greater than the F table of 2.45, so the hypothesis is accepted. This means that the three variables tested together in one model, contribute to improving the performance of MSMEs.

CONCLUSION

Entrepreneurial orientation, innovation, social media, and MSME performance fall within the continuum of the "very high" category. This indicates that convection MSMEs in Sukabumi City have performed quite well in applying entrepreneurial orientation, implementing innovation, and utilizing social media as a business support tool. These three factors collectively contribute to the improvement of MSME performance. There is a positive and significant simultaneous influence between entrepreneurial orientation and the performance of convection MSMEs in Sukabumi City. This means that the higher the entrepreneurs' enthusiasm for seeking new market opportunities, making quick decisions, and improving product design, the better their business performance. Based on partial testing results, innovation has a positive and significant effect on MSME performance. In other words, the higher the entrepreneurs' ability to innovate such as using newer technologies, managing administration effectively, and operating an organized production system he better the performance of convection MSMEs in Sukabumi City. Moreover, social media has a positive and significant effect on MSME performance, thereby supporting the hypothesis. This means that the more optimally social media is used for example, sharing product information, responding to customer inquiries, engaging in conversations, and receiving customer feedback the better the performance of MSMEs. Therefore, MSME entrepreneurs are advised to continuously enhance their effective use of social media to support business growth.

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