

## **Analysis of the Influence of Entrepreneurial Motivation, Product Innovation and Business Strategy on Business Performance (Survey: Dry Cake UMKM in Sukabumi City)**

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### **Abstract**

This study aims to determine the effect of entrepreneurial motivation, product innovation, and business strategy on business performance in dry cake UMKM actors in Sukabumi City. This study uses a quantitative approach with a population of all dry cake UMKM actors in Sukabumi City and a saturated sampling technique, so that the number of respondents is 33 dry cake UMKM business actors. Data collection techniques are carried out by distributing questionnaires with Likert scale measurements. Data analysis is carried out by testing research instruments, classical assumption tests, multiple linear regression analysis, and hypothesis testing using the SPSS version 26 application. The results of the study indicate that entrepreneurial motivation does not have a significant effect on business performance. Meanwhile, product innovation and business strategy have a positive and significant effect on business performance.

**Keywords:** Entrepreneurial Motivation; Product Innovation; Business Strategy; Business Performance; Sukabumi Dry Cake UMKM

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**Keywords:** Entrepreneur Motivation; Product Innovation; Business Strategy; Business Performance; UMKM Pastries Sukabumi

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# INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) have a very important presence in economic development (Halim, 2020). MSMEs in Indonesia have a very important role in maintaining economic stability, especially in facing the economic crisis (Mubarok, 2023). The food industry has a vital role in the Indonesian economy, both in terms of contribution to GDP, exports, and employment absorption. Indonesia has shown great potential through food and beverage exports that have reached significant values and is committed to accelerating the implementation of industry 4.0 to increase global competitiveness. However, challenges in this transition process remain, such as the readiness of infrastructure and human resources to face these changes (Widyanto, 2020).

In West Java, it plays a role as the mainstay of the regional economy and has a number of business units reaching 9.1 million or around 6.17% of the total MSMEs in Indonesia (Nurlaila et al., 2024). Sukabumi City, known as a city of services and trade, provides great opportunities for people to become entrepreneurs. The growth of MSMEs has a significant positive impact on the regional economy, especially in supporting the lower middle class. In addition to contributing to the economy, MSMEs also play a role in improving people's welfare by reducing unemployment rates.

According to Literasi & Dan (2024) explains that business performance can determine the good and bad of a business when it is in accordance with the goals that have been set. According to Wahyuni & Erawati (2019) company performance can be seen from financial and non-financial aspects. Where the financial aspect includes the company's financial condition.

The increasingly tight competition in the business world, from the lowest to the highest levels, requires MSMEs to have strong and effective strategies (Solehati, 2021).

Product quality is an important factor that influences consumer decisions. Products offered with good quality can also be seen through innovation in the product. This allows consumers or customers to feel maximum satisfaction, which is expected to encourage them to make repeat purchases at the point of sale (Ma'ruf et al., 2024).

In the context of entrepreneurship, motivation is an important factor that drives someone to run and develop a business. Evidence of the role of entrepreneurial motivation in improving the performance of MSME businesses (Radjapati et al., 2018).

Observations of one of the dry cake MSMEs in Sukabumi City that has gone bankrupt show that weak business performance, especially in managing business strategies, is the main cause. The problems faced include difficulty in creating unique products in a competitive market, price and quality competition, difficulty in maintaining the quality of raw materials and taste consistency, and ineffective marketing strategies. To survive, business actors need to overcome these challenges appropriately. The following is data on the decline in the number of Dry Cake MSMEs in Sukabumi City in 2020-2023 according to the Sukabumi City Trade and Industry Office, namely:

Table 1. Dry Cake UMKM Data

Dry Cake UMKM Data City of Sukabumi	
Year	Amount

2020	46 Dry Cake UMKM
2021	40 Dry Cake UMKM
2022	38 Dry Cake UMKM
2023	33 Dry Cake UMKM

Source: ( Sukabumi City Trade and Industry Office , 2025)

Based on the table above, the Dry Cake MSMEs in Sukabumi City experienced a significant decline, some were even forced to close in 2020 to 2023. This was due to increasingly tight competition and a lack of strategy determination so that they lost out to large companies, especially those that had entered the traditional market which was previously their main target. for Dry Cake MSMEs. Delays in understanding market information, lack of understanding of competitor strategies, and weaknesses in product design are thought to hinder the ability of MSMEs to compete effectively.

## LITERATURE REVIEW

The Grand Theory used in this study is Management. According to Irawan (2022). management is an art in achieving optimal results with the most efficient effort possible, so that welfare is created not only for leaders, but also for workers and society as a whole. The Middle Theory used in this study is strategic management. Strategic management is an art (skill), technique and also a science to formulate, implement and evaluate and supervise various functional decisions of an organization that are influenced by the environment and are constantly changing so that they can provide the ability to achieve the goals of an organization (Nurfitriah, 2020) .

The Applied Theory used by the author in this study includes entrepreneurial motivation. Entrepreneurial motivation is the drive that arises within a person to push themselves or achieve goals in the business world. (Nurdiana et al., 2022). then product innovation. Product innovation is the process of developing new products designed to meet consumer needs and expectations with the aim of triggering purchasing interest which is expected to be realized in the decision to make a purchase (Kalil & Aenurohman, 2020). And business strategy. Business strategy is a long-term plan made to achieve organizational goals by maximizing strengths, overcoming weaknesses, and responding to opportunities and threats from the external environment (Rahman & Haryanto, 2024). As a dependent variable. As well as business performance. Business performance is a manifestation of the integral state of the company during a certain period of time which is a result or award that is influenced by business operational activities that can utilize the resources owned. If the performance in a business has progressed, it can be seen from the number of business activities themselves with the aim of generating the greatest possible profit (Falentina et al., 2022). As an independent variable.

H1: Entrepreneur motivation has a positive and significant effect on business performance.

H2: Product Innovation has a positive and significant effect on Business Performance

H3: Business Strategy has a positive and significant effect on Business Performance

## METHODOLOGY

This study uses a quantitative method with a causal descriptive approach, which is to explain the relationship between variables objectively through theory and

statistical analysis. The population used in this study was 33 UMKM cookies in Sukabumi City. The researcher chose a saturated sampling technique because the population was limited and aimed to ensure that all individuals in the population could be well represented in the sample of this study, there were 33 UMKM Cookies. The data in this study are primary data, obtained through interviews and questionnaires. The scale used in this study is the Likert scale, and data analysis was carried out using multiple linear regression analysis. Before conducting the analysis to test the hypothesis, an instrument test was first carried out which included a validity test and a reliability test. Furthermore, a classical assumption test was carried out consisting of a normality test, a multicollinearity test, a heteroscedasticity test, an autocorrelation test, and a linearity test. The analysis was continued with a multiple correlation test, a determination coefficient test, an f test, and a hypothesis test through a t test. The analysis was carried out using Multiple Linear Regression analysis with the help of SPSS 26 software.

## RESULTS AND DISCUSSION

### Validity Testing

This study tests the validity and reliability of the variables Entrepreneurial Motivation (X1), Product Innovation (X2), and Business Strategy (X3) against the variable Business Performance (Y). The test was conducted using SPSS software version 26, with a reference minimum validity value of 0.5 and a minimum reliability of 0.6. This standard refers to the opinion of Ghozali (2018), which states that an indicator is said to be valid if the correlation value is more than 0.5, and reliable if the Cronbach's Alpha value exceeds 0.6. To clarify the results of the study verbally, the presentation of data in the form of tables and graphs is also accompanied by an explanation or discussion.

**Table 2. Validity Testing**

Variables	Item No.	R count	R	
			critical	Information
Entrepreneur Motivation (X1)	X1.1	0.589	0.3	Valid
	X1.2	0.561	0.3	Valid
	X1.3	0.510	0.3	Valid
	X1.4	0.649	0.3	Valid
	X1.5	0.568	0.3	Valid
	X1.6	0.514	0.3	Valid
	X1.7	0.626	0.3	Valid
	X1.8	0.580	0.3	Valid
	X1.9	0.622	0.3	Valid
Product Innovation (X2)	X2.1	0.642	0.3	Valid
	X2.2	0.683	0.3	Valid
	X2.3	0.460	0.3	Valid
	X2.4	0.561	0.3	Valid
	X2.5	0.452	0.3	Valid

	X2.6	0.558	0.3	Valid
	X2.7	0.493	0.3	Valid
	X2.8	0.561	0.3	Valid
	X2.9	0.582	0.3	Valid
Business Strategy (X3)	X3.1	0.594	0.3	Valid
	X3.2	0.849	0.3	Valid
	X3.3	0.492	0.3	Valid
	X3.4	0.875	0.3	Valid
	X3.5	0.617	0.3	Valid
	X3.6	0.407	0.3	Valid
	X3.7	0.860	0.3	Valid
	X3.8	0.617	0.3	Valid
	X3.9	0.857	0.3	Valid
Business Performance (Y)	Y1	0.838	0.3	Valid
	Y2	0.502	0.3	Valid
	Y3	0.901	0.3	Valid
	Y4	0.457	0.3	Valid
	Y5	0.800	0.3	Valid
	Y6	0.912	0.3	Valid

Source: Data Processing Results, 2025

Based on the table above, it is known that the variables of entrepreneur motivation (X1), product innovation (X2), business strategy (X3) and business performance (Y) each have a score value above 0.3 from the critical R value that has been set, so all items are declared valid and this research is declared valid.

### Reliability Testing

**Table 2. Reliability Testing**

Variables	Cronbach's Alpha	N of Item
Entrepreneur Motivation (X1)	0.753	9
Product Innovation (X2)	0.712	9
Business Strategy (X3)	0.843	9
Business Performance (Y)	0.865	6

Source: Data Processing Results, 2025

Based on the table above, it can be seen that the value of the coefficient on the entrepreneur motivation variable (X1) has a Cronbach's alpha value of 0.753, product innovation (X2) has a value of 0.712, business strategy (X3) has a value of 0.843 and business performance (Y) has a value of 0.865. So all variables have reliable coefficient values because they exceed 0.6.

## Classical Assumption Test

### 1. Normality Test

This study uses the Kolmogorov-Smirnov test to assess whether the data is normally distributed. If the significance value of the test is greater than 0.05, then the data is considered to meet the normality assumption. Details of the normality test results for all variables in this study are presented in Table 3 below.

**Table 3. Normality Test**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		33
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	4.69486770
Most Extreme Differences	Absolute	.090
	Positive	.076
	Negative	-.090
Test Statistics		.090
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Data Processing Results, 2025

Based on the results of the normality test, a significance value of 0.200 was obtained, which is greater than the significance limit of 0.05, this indicates that the data is normally distributed, meaning that the data is evenly distributed and does not experience significant deviations from the normal distribution.

### 2. Multicollinearity Test

Multicollinearity Test is conducted to test whether the regression model shows a correlation between independent variables. Multicollinearity can be assessed by looking at the variance inflation factor (VIF) and tolerance value. Multicollinearity is considered absent if the VIF value is less than 10.00 or the tolerance value is greater than 0.10. The results of the Multicollinearity Test in this study can be seen in Table 64 below:

**Table 4. Multicollinearity Test**

Coefficients <sup>a</sup>							
		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	9,668	16,625		.582	.565	



Entrepreneur Motivation	.084	.218	.070	.384	.704	.859	1.164
Product Innovation	.018	.185	.018	.097	.924	.833	1,200
Business Strategy	.357	.152	.404	2,341	.026	.950	1,053

a. Dependent Variable: Business Performance

Source: Data Processing Results, 2025

Based on the results of the multicollinearity test, it is known that the variable X1 has a VIF value of 1.164 and a Tolerance Value of 0.859, X2 has a VIF value of 1.200 and a Tolerance Value of 0.833 and X3 has a VIF value of 1.053 and a Tolerance Value of 0.950 where the VIF value is less than 10 and the Tolerance value is more than 0.1. This means that there is no linear relationship between the independent variables. Thus, it can be concluded that there is no symptom of multicollinearity.

### 3. Heteroscedasticity Test

**Table 4. Heteroscedasticity Test**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	27,446	8.418		3.260	.003
	Entrepreneur Motivation	-.326	.110	-.502	-2.953	.006
	Product Innovation	.071	.094	.131	.760	.453
	Business Strategy	-.100	.077	-.209	-1.291	.207

a. Dependent Variable: ABS\_RES

Source: Data Processing Results, 2025

Based on the results of the heteroscedasticity test, it is known that the significance of the entrepreneurial motivation variable is 0.06, product innovation is 0.453, and business strategy is 0.207 all > 0.05. This shows that there is no difference in observations between samples in this study. This statement indicates that the model does not experience heteroscedasticity,

### 4. Autocorrelation Test

**Table 5. Autocorrelation Test**

		Model Summary <sup>b</sup>			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.308 <sup>a</sup>	.095	.082	4.85287	1,957

a. Predictors: (Constant), Brand Trust, Customer Relationship Management, Service Quality

b. Dependent Variable: Congregation Satisfaction

Source: Data Processing Results, 2025

Based on the results of the autocorrelation test, the Durbin-Watson (DW) value is 1.545, with a Du value of 1.6511 from the numerator of the number of independent variables ( $k = 3$ ), the number of samples ( $n = 33$ ). Because  $Du < DW < 4 - Du$ , it is concluded that there is no autocorrelation, so  $H_0$  is accepted. This indicates that there is no autocorrelation,

## 5. Linearity Test

This test was conducted on the SPSS program using the Test for Linearity at a significance level of 0.05. Three variables are said to have a linear relationship if the significance value of the Deviation from Linearity is more than 0.05. This provision refers to the opinion of Sugiyono (2022) who stated that the relationship between two variables is said to be linear if the significance value of the Deviation from Linearity is above 0.05.

**Table 6. Linearity Test**

Variables	Linearity Sig	Results
Entrepreneur Motivation*Business Performance	0.362	Linear
Product Innovation*Business Performance	0.428	Linear
Business Strategy*Business Performance	0.656	Linear

Source: Data Processing Results, 2025

It is known that the Deviation from linearity value is 0.362 for  $X_1$  against  $Y$ , 0.428  $X_1$  against  $Y$ , and 0.656 for  $X_3$  against  $Y$ . This shows that there is no significant deviation from the linear relationship between each independent variable ( $X_1$ ,  $X_2$ , and  $X_3$ ) against the dependent variable ( $Y$ ). In other words, the relationship between these variables is linear,

## Data analysis

### 1. Multiple Correlation Test

**Table 7. Multiple Correlation**

Model Summary									
Mo del	R	R	Adjuste	Std.	R Square	Change Statistics			Sig. F Change
		Squar e	d R Square	Error of the Estimate		F Chan ge	df1	df2	
1	.424 a	.180	.095	4.932	.180	2.118	3	29	.120

a. Predictors: (Constant), Business Strategy, Entrepreneur Motivation, Product Innovation

Source: Data Processing Results, 2025

It is known that the value of the linear relationship between the variables of entrepreneur motivation, product innovation and business strategy on business performance is 0.424. This means that together, the three variables have a significant



relationship with business performance, where an increase in these independent variables tends to be followed by an increase in business performance, although the relationship is not yet classified as strong.

It is known that the coefficient of determination or R Square is 0.606 obtained from the squaring of the R value, namely  $0.779 \times 0.779 = 0.180$  equals 18%. then the amount of contribution of entrepreneur motivation, product innovation and business strategy to business performance is 18%. While the remaining 39.4% (100% - 60.6%) is influenced by other variables that are not examined in this study. It is concluded that kd approaches the value of 1 which is stated as strong.

## 2. Simultaneous Test (F Test)

Table 9. F Test

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	528,876	3	176,292	7,486	.000 <sup>b</sup>
	Residual	5039.766	214	23,550		
	Total	5568.642	217			

a. Dependent Variable: Congregation Satisfaction

b. Predictors: (Constant), Brand Trust, CRM, Service Quality

Source: Data Processing Results, 2025

Based on the results of the simultaneous test or F test, the calculated F is 20,036 with a significance of 0.000 Ftable of 2.845, then X1, X2 on Y have a significant influence. Thus, simultaneously, entrepreneurial motivation, product innovation, and business strategy have a significant influence on business performance.

## 3. Multiple Linear Regression Analysis

Table 10. Multiple Linear Regression Analysis

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	17,621	3,646		4.833	.000
	CRM	.118	.064	.124	1,846	.066
	Quality of Service	.135	.060	.157	2.252	.025
	Brand Trust	.221	.102	.153	2.176	.031

a. Dependent Variable: Congregation Satisfaction

Source: Data Processing Results, 2025

Based on the results of multiple linear regression, the value of the multiple linear regression equation can be seen as follows:  $Y^* = 4.361 + 0.445 X1 + 0.217 X2 + 0.124 X3$ . This means that the constant value of 4.361 indicates that if entrepreneurial motivation, product innovation, and business strategy are zero, then business performance is at 4.361. An increase in entrepreneurial motivation by one unit (with other variables remaining constant) will increase the sustainability of MSMEs by 0.445, an increase in product innovation by one unit will increase sustainability by 0.217, and an increase in business strategy by one unit will increase sustainability by 0.124.

#### 4. Partial Test (T-Test)

Table 9. T-test

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	9,668	16,625		.582	.565
	Customer Relationship Management	.177	.064	.187	2,791	.006
	Quality of service	.199	.057	.232	3,503	.001
	Brand Trust	.337	.096	.233	3,514	.001

a. Dependent Variable: Congregation Satisfaction

Source: Data Processing Results, 2025

Based on the results of the T-test, it is known that the calculated t value for Entrepreneurial Motivation is 0.384, which is smaller than the t table of 1.694, so that  $H_0$  is accepted and  $H_a$  is rejected, meaning that Entrepreneurial Motivation does not affect Business Performance. Furthermore, the calculated t value for Product Innovation of 0.097 is also smaller than the t table, so that  $H_0$  is again accepted and  $H_a$  is rejected, meaning that Product Innovation does not affect Business Performance. However, for Business Strategy, the calculated t value of 2.341 is greater than the t table, so that  $H_a$  is accepted and  $H_0$  is rejected, indicating that Business Strategy has a significant effect on Business Performance.

#### Discussion

##### 1. The Influence of Entrepreneur Motivation (X1) on Business Performance (Y)

Based on the results of partial hypothesis testing, it is known that entrepreneurial motivation does not have a significant effect on business performance in Dry Cake MSMEs in Sukabumi City with a calculated T value of 0.384 compared to the t table of 1.694 ( $dk = 32$ , error rate of 5%). Judging from the results of the respondents, it shows that Dry Cake MSME actors in Sukabumi City do not have the ability to manage their business in the long term because they are unable to determine a good strategy optimally. Motivation that grows from within encourages entrepreneurs to continue to look for ways to develop and advance their business. This triggers the emergence of creative and innovative attitudes, as well as the courage to take risks by taking advantage of existing opportunities in order to maintain the continuity of their business, this is supported by (Anugrah Bima Maulana, 2022).

The results of this study are in line with (Anugrah Bima Maulana, 2022) who stated that entrepreneurial motivation has no influence on business performance. However, in contrast to (Nurjamilah, 2022) who explained that entrepreneurial motivation has a significant influence on business performance.

##### 2. The Influence of Product Innovation (X2) on Business Performance (Y)

Based on the results of partial hypothesis testing, Product Innovation does not have a significant influence on business performance in Dry Cake UMKM with a calculated T value of 0.097 compared to the t table of 1.694 ( $dk = 32$ , error level 5%).

Theory of Planned Behavior helps in explaining an effort to improve the personal abilities or groups to achieve predetermined targets. The results of respondents obtained in the Dry Cake UMKM in Sukabumi City are that product innovation in the UMKM has not been much innovated. UMKM actors who do not innovate make business actors feel that innovation does not affect performance because they do not have the innovation.

This study is in line with researchers (Mita, 2022) who stated that Product Innovation does not have a significant effect on business performance. However, contrary to previous researchers according to (Muhammad Taufiq, 2020) Product innovation affects Business Performance. The higher the product innovation carried out, the better the performance of MSMEs.

### 3. The Influence of Business Strategy (X2) on Business Performance (Y)

Based on the results of partial hypothesis testing, it is known that business strategy has a positive and significant effect on congregation satisfaction, with a t-count value greater than the t-table and a significance value below the set limit ( $<0.05$ ). Therefore, the first hypothesis (H1) is accepted. Based on the results obtained from respondents, it shows that UMKM Dry Cake actors in Sukabumi City are able to manage market segmentation in the field in an effort to help dry cake businesses determine the chosen strategy, so that business actors are ultimately able to find the strategy that will be used quickly and precisely. Choosing the right business strategy has a positive impact on business sustainability, both in terms of increasing sales volume, customer loyalty, and operational efficiency. The strategy implemented is not only based on intuition, but also based on an understanding of the business environment and periodic evaluation of business performance. The results of this study are in line with research from Armiani et al (2021) which states that business strategy has an influence on business performance. Thus, these results strengthen the view that a good business strategy that includes market segmentation, product positioning, and long-term planning can be an important foundation in driving the growth and success of dry cake MSMEs in Sukabumi City.

## CONCLUSION

The results of the T-test show that entrepreneurial motivation and product innovation do not have a significant effect on the performance of dry cake MSME businesses in Sukabumi City. This shows that although in theory both are important, in practice MSME actors have not been able to optimize both to drive business performance. On the other hand, business strategy has a significant effect on business performance, because business actors who are able to implement the right strategy can excel in competition. The results of the F-test also show that entrepreneurial motivation, product innovation, and business strategy simultaneously have a significant effect on business performance, with business strategy as the dominant factor that makes the strongest contribution to improving performance.

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