

Entrepreneurial Spirit and Product Innovation in Enhancing Business Success of Snack Food MSMEs: The Role of Business Motivation

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ABSTRACT

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This analysis examines the influence of entrepreneurial spirit and product innovation on business success driven by entrepreneurial motivation. This research method uses a quantitative approach with a purposive sampling technique involving 40 respondents. This study uses a descriptive and verification approach, with a focus on quantitative data. Data were collected through questionnaires using a non-probability sampling method. The stages of this analysis include descriptive verification, validity and reliability tests, multiple linear regression, and path analysis. Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS) program. The results of the study are: Entrepreneurial spirit and product innovation have a direct and positive influence on entrepreneurial motivation. Entrepreneurial spirit and motivation have a direct, positive impact on business success. Meanwhile, product innovation does not have a direct and positive influence on business success. Entrepreneurial spirit and product innovation indirectly and positively influence business success through entrepreneurial motivation.

ABSTRAK

Analisis ini mengkaji bagaimana pengaruh jiwa kewirausahaan dan inovasi produk terhadap keberhasilan usaha yang didorong oleh motivasi usaha. Metode penelitian ini menggunakan pendekatan kuantitatif dengan teknik purposive sampling yang melibatkan 40 responden. Penelitian ini menggunakan pendekatan deskriptif dan verifikasi, dengan fokus pada data kuantitatif. Data dikumpulkan melalui penyebaran kuesioner dengan menggunakan metode pengambilan sampel non-probabilitas. Tahapan analisis ini meliputi analisis deskriptif verifikatif, uji validitas dan reliabilitas, uji regresi linier berganda, serta analisis jalur. Analisis data dilakukan dengan bantuan program *Statistical Package for The Social Sciences* (SPSS). Hasil analisisnya yaitu: Jiwa kewirausahaan dan inovasi produk memiliki pengaruh langsung dan positif terhadap motivasi usaha. Jiwa kewirausahaan dan motivasi usaha memiliki pengaruh langsung dan positif terhadap keberhasilan usaha. Sedangkan, inovasi produk tidak memiliki pengaruh langsung dan positif terhadap keberhasilan usaha. Jiwa kewirausahaan dan inovasi produk secara tidak langsung dan positif memengaruhi keberhasilan usaha melalui motivasi usaha.

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are very important for Indonesia's economy, says the Ministry of Cooperatives and SMEs. Right now, there are about 64.2 million MSMEs in the country. These businesses help create more than 61.07% of the country's Gross Domestic Product (GDP), which is about IDR 8,573. 89 trillion. They also give jobs to around 117 million people, which is 97% of the country's workforce. Plus, MSMEs make up about 60. 4% of total investment. MSMEs are growing in many parts of Indonesia. Here is the data showing the growth of small and medium businesses in West Java Province by district or city from 2020 to 2022:

Table 1. West Java Province MSME Growth Data By Regency/City

Regency/City	Number of MSMEs by Regency/City (units)		
	2020	2021	2022
Bogor	52.852	45.013	43.138
Sukabumi	52.953	51.796	51.307
Cianjur	37.807	44.089	36.331
Bandung	42.385	40.136	41.220
Garut	54.630	62.842	69.365
Tasikmalaya	53.601	46.132	77.632
Ciamis	28.161	29.628	30.454
Kuningan	9.374	16.180	11.317
Cirebon	19.455	18.053	21.939
Majalengka	28.762	26.634	33.468
Sumedang	16.166	19.160	24.739
Indramayu	15.052	16.481	18.946
Subang	25.091	18.014	16.958
Purwakarta	11.566	14.054	13.486
Karawang	15.257	14.239	15.410
Bekasi	20.315	20.610	19.111
Bandung Barat	12.005	22.366	20.213
Pangandaran	28.111	12.906	32.043
Bogor City	6.698	5.669	4.620
Sukabumi City	4.694	5.392	5.787
Bandung City	18.336	22.230	18.174
Cirebon City	5.298	4.767	4.335
Bekasi City	8.070	10.824	8.971
Depok City	14.716	13.916	11.429
Cimahi City	6.538	6.552	6.087
Tasikmalaya City	33.089	30.306	26.706
Banjar City	4.961	3.786	4.609
West Java Province	625.943	621.775	667.795
Percentage	-	4,17	46,02

Source: Central Statistics Agency of West Java Province, 2024

Table 1 shows that MSME growth in West Java Province decreased by 4.17% in 2021 compared to the previous year. Then, in 2022, MSMEs in West Java Province again increased by 46.02% compared to the previous year. Based on this data, Bogor Regency ranked fourth out of 27 regencies/cities with the highest MSME growth in West Java Province. This growth and development in the MSME sector is expected to continue to drive Indonesia's economic growth. The growth centers of MSMEs in Bogor Regency are

spread across various subdistricts. Cigombong Sub-district is one of the areas in Bogor Regency that has a variety of businesses, including those in the food and beverage, clothing, agriculture, crafts, and other sectors. The following is a classification of MSME data by business type in Cigombong Subdistrict:

Table 2. Classification of MSME Data by Business Type in Cigombong District in 2023

No	Type of Business	Amount	Percentage (%)
1	Food and beverage processing	31	35,2
2	Confectionery	3	3,4
3	Agriculture and animal husbandry	2	2,3
4	Snacks	40	45,5
5	Fashion	1	1,1
6	Crafts	8	9,1
7	Services	3	3,4
Total		88	100

Source: Cigombong District MSME Forum, 2024 (Processed)

Snack food businesses rank first as superior products and have the largest number of sales compared to other business types. This is the reason why research into this type of business is being conducted. The development of MSMEs is not running smoothly. Entrepreneurs often face various obstacles and challenges, including in achieving business success. Based on business success indicators (Suryana, 2019), revenue is a key factor influencing the success of small and medium-sized snack businesses (SMEs) in Cigombong District. The target and realized revenue data for snack food MSMEs in Cigombong District in 2023 are as follows:

Table 3. Target and Realized Revenue of Snack Food MSMEs in Cigombong District in 2023

No	Business Name	Revenue Target	Revenue	Target Achievement (%)	Description
1	Ulan	3.000.000	1.500.000	50	Not Achieved
2	Mustika	2.000.000	500.000	25	Not Achieved
3	Empar Suparsih	3.000.000	900.000	30	Not Achieved
4	Yanah	3.000.000	1.500.000	50	Not Achieved
5	Tika	2.000.000	800.000	40	Not Achieved
6	Aes Nurlela	4.000.000	1.500.000	38	Not Achieved
7	Yati Nurhayati	5.000.000	3.500.000	70	Not Achieved
8	Evi	2.000.000	2.000.000	100	Achieved
9	Oti Herawati	2.000.000	500.000	25	Not Achieved
10	Ade	3.000.000	2.000.000	67	Not Achieved
11	Rosidah	4.000.000	2.000.000	50	Not Achieved
12	Lina Herlina	5.000.000	3.000.000	60	Not Achieved
13	Imas	2.000.000	800.000	40	Not Achieved
14	Yoseffina Roberta	3.000.000	3.000.000	100	Achieved
15	Toeti Sedyowati	2.000.000	1.500.000	75	Not Achieved
16	Aulia Morentika	4.000.000	3.000.000	75	Not Achieved
17	Lusi Sugiarti	5.000.000	3.500.000	70	Not Achieved
18	Ida Saptanti	4.000.000	2.500.000	63	Not Achieved
19	Riska Karina	2.000.000	1.000.000	50	Not Achieved

No	Business Name	Revenue	Revenue	Target	Description
		Target		Achievement (%)	
20	Asfiyani	2.000.000	1.500.000	75	Not Achieved
21	Nunun	2.000.000	2.500.000	125	Achieved
22	Jubaedah	3.000.000	2.000.000	66	Not Achieved
23	Ani gope	10.000.000	13.000.000	130	Achieved
24	Ani	2.000.000	1.000.000	50	Not Achieved
25	Ai	2.000.000	900.000	45	Not Achieved
26	Nurlela	2.000.000	500.000	25	Not Achieved
27	Patimah	3.000.000	1.500.000	50	Not Achieved
28	Isam	7.000.000	7.000.000	100	Achieved
29	Aisyah	3.000.000	2.000.000	67	Not Achieved
30	Zakaria	3.000.000	1.500.000	50	Not Achieved
31	Dinda Putri	6.000.000	8.000.000	133	Achieved
32	Ida Saidah	2.000.000	1.000.000	50	Not Achieved
33	Mislan	5.000.000	2.000.000	40	Not Achieved
34	Iah	5.000.000	3.000.000	60	Not Achieved
35	Endah	5.000.000	3.000.000	60	Not Achieved
36	Anita Rosliana	10.000.000	7.000.000	70	Not Achieved
37	Komariyah	4.000.000	3.000.000	75	Not Achieved
38	Pipih	2.000.000	1.000.000	50	Not Achieved
39	Riana Afrilia	2.000.000	500.000	25	Not Achieved
40	Nani Yuningsih	3.000.000	3.000.000	100	Achieved
Average		3.650.000	2.497.500	63,1	Not Achieved

Source: Cigombong District MSME Forum, 2024 (Processed)

Income is the result of economic activity driven by the willingness and ability to become an entrepreneur, as measured by growth indicators (Suryana, 2019). Entrepreneurial spirit, product innovation, and business motivation play a crucial role in increasing business revenue. Entrepreneurial spirit drives entrepreneurs to boldly take opportunities and expand market reach. Product innovation makes products more attractive and adds value, thereby increasing sales. Meanwhile, strong business motivation can help entrepreneurs remain consistent and continuously strive to develop their businesses, ultimately resulting in greater revenue growth (Farida, 2022). These businesses have not yet achieved their revenue targets. Of the 40 snack businesses surveyed, only 7 achieved their revenue targets. This is suspected to be due to the low entrepreneurial spirit, product innovation, and business motivation of MSMEs in running their businesses.

The development of MSMEs is not running smoothly. Entrepreneurs often face various obstacles and challenges, including in achieving business success. The development of MSMEs has not been optimal, as indicated by limited product innovation and a tendency toward repetitive or monotonous practices, thus failing to keep pace with the ever-evolving market dynamics and needs. This condition is influenced by low

entrepreneurial motivation, which results in a lack of efforts to develop and improve product quality within MSMEs. Furthermore, a low entrepreneurial spirit, such as a lack of creativity and a lack of courage to take risks, also poses a challenge for MSMEs. The combination of monotonous product innovation, a low entrepreneurial spirit, and low business motivation makes it difficult for MSMEs to achieve business success. This is in line with the results of direct observations and interviews with MSMEs, which indicate that most entrepreneurs still operate conventionally, have limitations in creating new product innovations, and lack strong encouragement for sustainable business development.

LITERATURE REVIEW

Business Success

Business success is the main goal in entrepreneurial activities and can be seen from the business ability to maintain business continuity, increase income, and develop business scale. Business success is a state that reflects a better situation than before (Suryana, 2019). Indicators of business success include: increased capital, revenue, sales volume, production output, and workforce. Factors influencing business success (Farida, 2022) include having an entrepreneurial spirit, being motivated to become an entrepreneur, having entrepreneurial knowledge, and being able to innovate the products produced.

Business success is closely linked to innovation and entrepreneurial motivation. Innovation drives entrepreneurs to continuously generate new ideas, improve product quality, and win market competition. Meanwhile, entrepreneurial motivation is the primary driving force for consistency, courage in taking risks, and perseverance in the face of challenges. When innovation is used as a strategy and motivation as an internal drive, the two form a powerful combination that leads a business to growth, passion, and success.

Entrepreneurial Spirit

An entrepreneurial spirit is the attitude and ability possessed by every individual who enjoys change, renewal, progress, and the challenges faced in carrying out a job (Suryana, 2019). Indicators of an entrepreneurial spirit include: self-confidence, initiative, leadership, and the courage to take risks. Individuals with an entrepreneurial spirit tend to have high confidence, the courage to take risks, and the ability to see opportunities in every challenge. The stronger the entrepreneurial spirit, the greater the motivation to achieve success in business. Therefore, cultivating and strengthening an entrepreneurial spirit is a crucial step in increasing business motivation.

This enables them to make informed decisions, manage resources effectively, and create innovative strategies to achieve their business goals. Therefore, the stronger the entrepreneurial spirit, the greater the chance of achieving success.

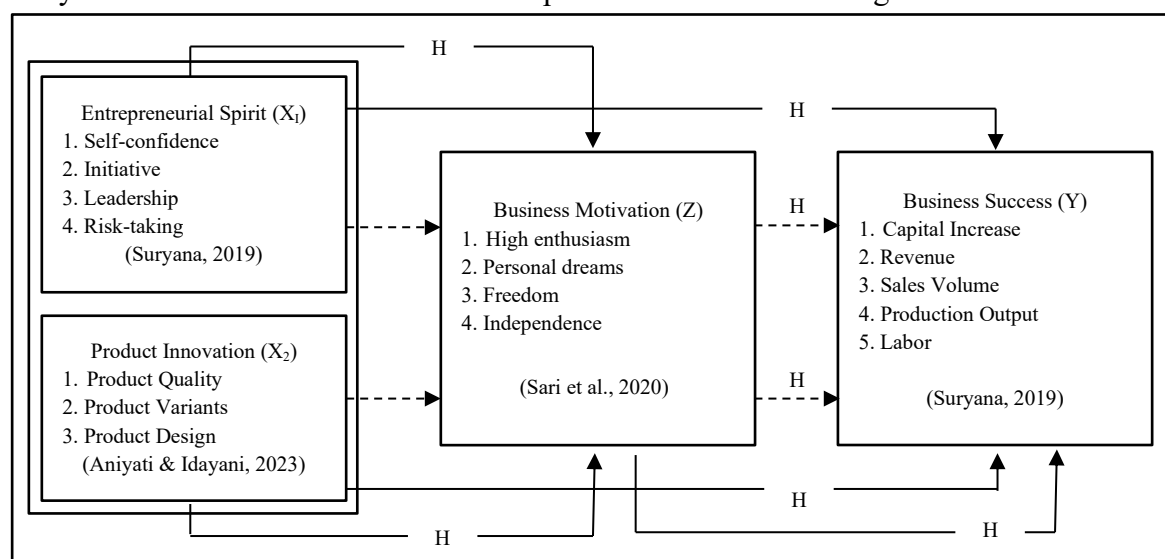
Product Innovation

Product innovation is the ability to create innovative products, accompanied by the introduction and development of new product types that are different from previous ones, addressing the shortcomings of previous inventions, and paying attention to quality (Aniyati & Indayani, 2023). Indicators of product innovation include product quality, product variants, and product design. Product innovation plays role in increasing the business motivation of MSMEs. The ability to create or develop unique, attractive, and market-driven products can foster selfconfidence and an entrepreneurial spirit. When entrepreneurs see that their innovations are able to attract consumer interest and increase sales, this will serve as a positive impetus for continued innovation and business development. Therefore, product innovation not only impacts business sustainability but also directly contributes to building and strengthening business motivation.

Entrepreneurial Motivation

Entrepreneurial motivation is the desire that drives and motivates someone to engage in entrepreneurial activities (Sari et al., 2020). Indicators of entrepreneurial motivation include: high enthusiasm, personal dreams, freedom, and independence.

High motivation encourages entrepreneurs to continuously innovate, work hard, and persevere despite challenges or obstacles (Inoprasetyo & Nurhasanah, 2021). When entrepreneurs have a strong internal drive to achieve goals and succeed, they will be more persistent in seeking opportunities, overcoming problems, and improving the quality of their products or services (Soelistya, et.al, 2023). Conversely, a lack of motivation can lead to indifference, stagnation, or even business closure. Therefore, strong entrepreneurial motivation is crucial in ensuring a business can survive, grow, and achieve long-term success (Farid & Satia, 2023). High motivation also improves the ability to make sound decisions and develop effective business strategies.



Source : processed Data, 2024

Figure 1. Framework of Thought

METHOD

The research method used in this study is a quantitative descriptive method, which involves the collection and analysis of data statistically. The data used are ordinal data obtained through questionnaires and using a likert scale. This study aims to identify the relationship between independent variables namely entrepreneurial spirit and Product innovation, with the dependent variable namely Business success. In addition, this study also considers the role of intervening variables namely entrepreneurial motivation.

This study uses primary data from respondents and secondary data from MSME growth data in West Java, MSME classification data, and Target and Realized Revenue of Snack Food MSMEs in Cigombong District. The sample consisted of 40 respondents selected using a purposive sampling method. The research stages include descriptive verification analysis, validity and reliability tests, multiple linear regression tests, and path analysis to determine the direct and indirect influences between the independent and dependent variables. In this study, data were processed using the Statistical Package for Social Sciences (SPSS) version 25.00.

The Sobel test is applied to measure the significance of the mediation effect, determining the role of the mediating variable in the relationship between the independent and dependent variables.

RESULT AND DISCUSSION

Result

Validitas test

Using SPSS version 25.00, the validity test was performed in this study, which involved 30 participants.

Table 4. Recapitulation of Validity Test Results

No	Variable	Statement Items	Amount		
			Valid	Invalid	Of Statement Items Used
1	Entrepreneurial Spirit (X_1)	12	12	0	12
2	Product Innovation (X_2)	9	9	0	9
3	Business Motivation (Z)	12	11	1	11
4	Business Success (Y)	15	14	1	14
Total		48	46	2	46

Source: Results from statistical data analysis using SPSS version 25. 00, 2024

Table 3 shows a total of 48 statements from the four research variables tested. Of these, 46 statements were declared valid because their correlation values were greater than the table's r value. Two statements were declared invalid and therefore not used further in this study. Therefore, only the valid statements, namely 46 statements, were used for the next stage of analysis.

Reliability Test

To determine the reliability of a tool, a reliability test is conducted with a Cronbach's alpha of at least 0.6. If the test is not reliable, the tool is considered unreliable.

Table 5. Results of Reliability Test

Variable	Cronbach Alpha	Provisions	Conclusion
Entrepreneurial Spirit (X ₁)	0,715	0,6	Reliable
Product Innovation (X ₂)	0,659	0,6	Reliable
Business Motivation (Z)	0,766	0,6	Reliable
Business Success (Y)	0,641	0,6	Reliable

Source: Results from statistical data analysis using SPSS version 25. 00, 2024

Table 4 shows that the reliability values obtained were greater than 0.6 for each variable used in the study, namely entrepreneurial spirit, product innovation, business success, and business motivation. This means that every statement related to each variable in the study was considered trustworthy.

t-Test

A partial hypothesis test is conducted to determine each exogenous variable with the endogenous variable using the t-test statistic. Determining the test results related to the acceptance or rejection of H₀ can be done by comparing the t_{value} with the t_{table} according to the significance level used $\alpha = 0.05$.

Table 6. Partial Hypothesis Results Recapitulation (t-Test)

Hypothesis	Path Coefficient	t _{count}	t _{table}	Sig	Decision	Conclusion
H ₁	0,428	2,964	1,687	0,005	Accepted	There is a direct and positive impact
H ₂	0,408	2,892	1,687	0,008	Accepted	There is a direct and positive impact
H ₃	0,331	2,232	1,687	0,032	Accepted	There is a direct and positive impact
H ₄	0,041	0,278	1,687	0,782	Rejected	There is no direct and positive impact
H ₅	0,510	3,359	1,687	0,002	Accepted	There is a direct and positive impact

Source: Results from statistical data analysis using SPSS version 25. 00, 2024

Sobel Test

The Sobel test in this analysis used to check how much the middle variable mediating the relationship between other variables. Determination of the test results by calculating the Zcount value from Unstandardized Beta ab. The Zcount value is compared with Ztable, if Zcount > Ztable then it can be concluded that the influence is indirect and positive with an absolute Ztable of 1.96.

The results of the Sobel test analysis are used to find the Zcount of the entrepreneurial spirit variable through the following calculation:

$$Z_1 = \frac{ab}{\sqrt{(b^2 SEa^2) + (a^2 SEb^2)}}$$

$$Z_1 = \frac{0,454 \cdot 0,549}{\sqrt{(0,549^2 \cdot 0,153^2) + (0,454^2 \cdot 0,163^2)}}$$

$$Z_1 = Z_1 = \frac{0,249246}{\sqrt{(0,007055496) + (0,005476296)}}$$

$$Z_1 = \frac{0,249246}{\sqrt{0,01253179201}}$$

$$Z_1 = \frac{0,249246}{0,11194548679}$$

$$Z_1 = 2,2$$

The following are the calculation results using the Sobel test calculator:

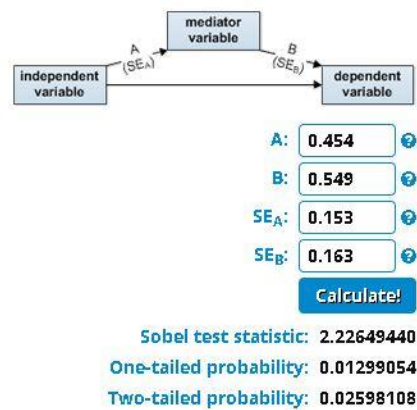


Figure 1. Results of Calculating Test for Entrepreneurial Spirit

Source: Output Sobel Test Calculator, 2024

The results of the Sobel test analysis are used to find the Zcount of the product innovation variable through the following calculation:

$$Z_1 = \frac{ab}{\sqrt{(b^2 SEa^2) + (a^2 SEb^2)}}$$

$$Z_1 = \frac{0,466 \cdot 0,549}{\sqrt{(0,549^2 \cdot 0,165^2) + (0,466^2 \cdot 0,163^2)}}$$

$$Z_1 = \frac{0,255834}{\sqrt{(0,00820564222) + (0,00576961776)}}$$

$$Z_1 = \frac{0,255834}{\sqrt{0,01397525998}}$$

$$Z_1 = \frac{0,255834}{0,1182170038}$$

$$Z_1 = 2,1$$

The following are the calculation results using the Sobel test calculator:

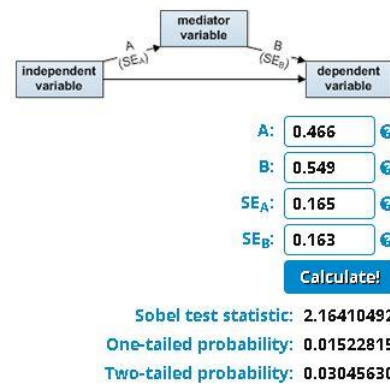


Figure 2. Results of Calculating Test for Product Innovation

Source: Output Sobel Test Calculator, 2024

Discussion

Direct and Positive Influence of Entrepreneurial Spirit on Business Motivation

Based on the test, the t-value obtained was $2.964 > 1.687$ with a significance level of $0.005 > 0.05$. Therefore, H_{a1} is accepted and H_{o1} is rejected, indicating a direct and positive effect of entrepreneurial spirit on business motivation. A strong entrepreneurial spirit, such as the courage to take risks and self-confidence, tends to increase business motivation. Someone with an entrepreneurial spirit will prefer challenges, so this can influence one's work motivation. The stronger the entrepreneurial spirit, the higher the business motivation. The results of direct observation and interviews with MSMEs indicate a low entrepreneurial spirit and impact on weak business motivation, thus hampering their business development. This is supported by the analysis (Cahyono, 2023) which shows that entrepreneurial spirit has a positive and significant effect on entrepreneurial motivation. This is reinforced by (Saputra et al., 2023) and (Chong, 2022).

Direct and Positive Influence of Product Innovation on Business Motivation

Based on the test, the t-value obtained was $2.829 > 1.687$ with a significance of $0.008 < 0.05$. Therefore, H_{a2} is accepted and H_{o2} is rejected, which means there is a direct and positive influence of product innovation on business motivation. Good innovation capabilities are very important in developing a business to compete in tight competition. The resulting innovation must have updates and differences so that the resulting product has added value and can excel. Good product innovation capabilities can help increase a person's business motivation because through the value and excellence of the product produced, a person will be more motivated to continue doing their best to achieve their business goals. The results of direct observation and interviews with MSMEs show that limited innovation capabilities result in low motivation to improve product quality and competitiveness. This is supported by the analysis (Halim et al., 2024) which states that product innovation has a positive and significant influence on motivation. Strengthened by (Aurorita & Kutandi, 2023).

Direct and Positive Influence of Entrepreneurial Spirit on Business Success

Based on the test, the t-value obtained was $2.232 > 1.687$ with a significance level of $0.032 < 0.05$. Therefore, Ha3 is accepted and Ho3 is rejected, indicating a direct and positive influence of entrepreneurial spirit on business success. Entrepreneurial spirit is the main foundation for achieving business success, because it influences the way entrepreneurs think, act, and manage their businesses. With a combination of courage, perseverance, leadership, and adaptability to change, entrepreneurs are able to create business opportunities and face challenges, which ultimately impacts the success of their businesses. The results of direct observation and interviews with MSMEs show that limited entrepreneurial spirit results in low business target achievement and slow business growth. This is supported analysis (Harini et al., 2024) which states that entrepreneurial spirit has a positive and significant influence on business success. Strengthened by (Amanda & Nawawi, 2023) and (Bahari, 2017).

Direct and Positive Influence of Product Innovation on Business Success

Based on the test, the t-value is $0.278 < 1.687$ with a significance of $0.782 > 0.05$. Therefore, Ha4 is rejected and Ho4 is accepted, which means there is no direct and positive influence of product innovation on business success. Product innovation that does not match market needs will not be able to influence business success even though the product has different values or advantages from other products. Because a person's interest will grow if the product is able to meet their needs. In addition, innovative products will not be successful if they are not marketed well, this needs to be supported by the right marketing strategy to achieve business success. Therefore, someone will not be able to achieve business success with product innovation if it is not accompanied by market needs and the right marketing strategy. The results of direct observations and interviews with MSMEs actors show that MSMEs have limitations in product innovation causing business stagnation, making it difficult to develop to meet market needs. This is supported by the analysis (Amanda & Nawawi, 2023) which states that product innovation influences business success. Strengthened by (Bahari, 2017).

Direct and Positive Influence of Business Motivation on Business Success

Based on the test, the t-value is $3.359 > 1.687$ with a significance of $0.002 < 0.05$. Therefore, Ha5 is accepted and Ho5 is rejected, which means there is a direct and positive influence of business motivation on business success. Motivation in entrepreneurship is the main driving force for someone to achieve goals accompanied by perseverance and consistency in work. Increased business motivation correlates with increased business success. The results of direct observations and interviews with MSMEs indicate that MSMEs have low business motivation, which results in difficulty achieving business targets and slow business growth. This is supported by the analysis (Harini et al., 2024) which shows that motivation has a positive and significant influence on business success. This is reinforced by (Cyndy & Kurniawan, 2022) and (Gemina et al., 2016).

Indirect and Positive Influence of Entrepreneurial Spirit on Business Success Through Business Motivation

Based on testing, the entrepreneurial spirit gets a Zcount of $2.22 > 1.96$, which means there is an indirect and positive influence of entrepreneurial spirit on business success through business motivation. Therefore, it can be concluded that Ha6 is accepted and Ho6 is rejected. An entrepreneurial spirit accompanied by high business motivation enables a person to survive and develop in their business, even in situations full of other people. With high motivation to achieve goals supported by a courageous attitude to take risks, selfconfidence, and consistency, a person tends to be able to achieve business success. This is supported analysis (Destiana et al., 2023) which indicates that entrepreneurial spirit positively and significantly affects business success by way of business motivation. strengthened by (Ardiyanti, 2019).

Indirect and Positive Influence of Product Innovation on Business Success Through Business Motivation

Based on testing, product innovation gets a Zcount of $2.16 > 1.96$, indicating an indirect and positive effect of product innovation on business success through entrepreneurial motivation. Therefore, it can be concluded that Ha7 is accepted and Ho7 is rejected. Product innovation driven by high motivation plays a crucial role in accelerating business growth and can foster stronger competitiveness. High motivation can energize entrepreneurs to continue creating new breakthroughs that can transform challenges into opportunities for success. Therefore, product innovation can achieve business success supported by high entrepreneurial motivation. This is supported analysis (Hastin, 2022) which found that product innovation influences business success through entrepreneurial motivation. This is confirmed by (Juliyani, 2023).

CONCLUSION

Considering the outcomes of the study and the hypothesis evaluation performed, these conclusions can be stated:

- 1) Direct and positive influence of entrepreneurial spirit on business motivation.
- 2) Direct positive influence of product innovation on business motivation.
- 3) Direct and positive influence of entrepreneurial spirit on business success.
- 4) Product innovation does not have a direct and positive influence on business success.
- 5) Direct and positive influence of entrepreneurial motivation on business success.
- 6) Indirect and positive influence of entrepreneurial spirit on business success through business motivation.
- 7) Indirect and positive influence of product innovation on business success through business motivation.

The novelty of this research lies in combining the variables of entrepreneurial spirit, product innovation, and business motivation into one comprehensive analytical model to assess business success. Unlike previous research, which generally examined

these variables separately, this study examines direct and indirect relationships through a path analysis approach. Furthermore, this study utilizes the local context of MSMEs in Cigombong District with up-to-date data, providing an empirical picture more relevant to real-world conditions. This approach is expected to enrich the entrepreneurship literature and serve as a practical reference for developing MSME business strategies.

This study has several limitations, including the relatively short research period and the limited sample size. Therefore, future research should be conducted over a longer period and with a larger sample size to achieve more accurate results.

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