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The Influence of Entrepreneurial Orientation, Product Innovation, and Strategic Managerial Capabilities on Business Sustainability

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Abstract: The purpose of this study is to develop hypotheses related to factors that influence business sustainability, especially in MSMEs in Indonesia. The writing technique used in this literature review study is Comparative Analysis. The data collection technique is to use literature studies or review previous relevant articles. The data used in this descriptive qualitative approach came from previous studies relevant to this research and sourced from academic online media such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Q2-Q4 Emerald, Elsevier, Sage, Web of Science, Sinta 2-5 Journal, DOAJ, EBSCO, Google Scholar, and digital reference books. The results of the literature review with MSME actors in Indonesia as the object are as follows: 1) Entrepreneurial orientation affects business sustainability, 2) Product innovation affects business sustainability, and 3) Strategic managerial capabilities affect business sustainability. This study contributes to the understanding of factors that influence the sustainability of MSME businesses in Indonesia, with a focus on factors such as entrepreneurial orientation, product innovation, and strategic managerial capabilities. This study adds new insights into other factors that influence entrepreneurial orientation, product innovation, and strategic managerial capabilities, especially in MSMEs in Indonesia. Thus, it can be used as a reference in future literature.

Keywords: Business Sustainability, Entrepreneurial Orientation, Product Innovation, Strategic Managerial Capabilities

INTRODUCTION

In the international market, micro, small and medium enterprises (MSMEs) are widely found with their own advantages and uniqueness. This uniqueness can be in the form of preparation, more mature business knowledge and the geographical shape of a country (Widjanarko et al., 2022). In the United States, the volume of MSME activities is very large and is one of the foundations of the country's economy, creating jobs and added value from its superior products. One of the leading sectors of US MSMEs is manufacturing, education, and culinary arts. Meanwhile, in most countries, the MSME sector consists of trade, hotels, restaurants, agriculture, livestock, forestry, and fisheries, focusing on the natural resources sector (Hidayat et al., 2024).

In Indonesia, Micro, Small, and Medium Enterprises (MSMEs) are crucial to the country's economic landscape, significantly contributing to GDP and employment. They account for approximately 61% of GDP and employ 97% of the workforce, underscoring their role as the backbone of economic activity (Fauziah et al., 2024). Despite their significant impact, MSMEs face challenges such as limited access to financial resources, digital technology, and global markets, which hinder their sustainability and growth (Azhari et al., 2024).

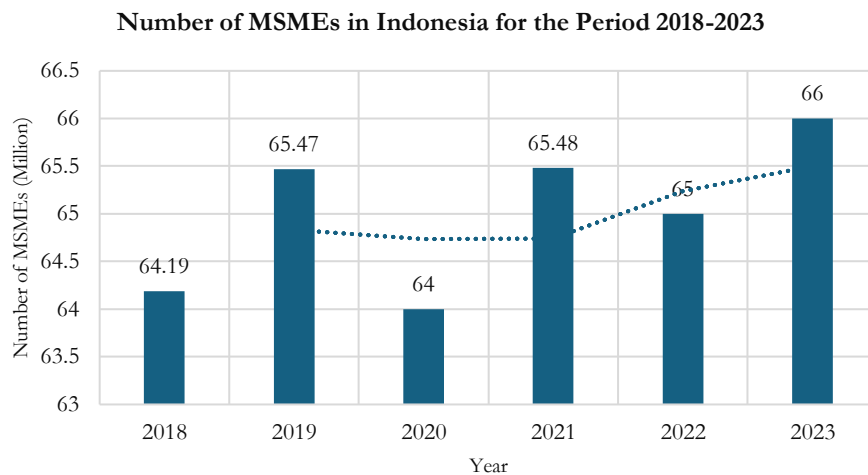


Figure 1. Number of MSMEs In Indonesia For The Period 2018-2023
Source: (Fauzan, 2025)

In general, the increasing number of MSMEs from 2018 to 2023 can be interpreted as the public's response to economic opportunities in the trade, agriculture, and creative industries sectors. This increase has also been influenced by developments in digital technology, which have facilitated access to information, marketing, and product distribution (Noor & Ahmadi, 2025). Through e-commerce and social media, MSMEs have been able to expand their market reach across regions and even internationally. This shows that digitalization has played a major role in accelerating the growth of MSMEs during the period shown in Figure 1.

However, the trend of increasing numbers of MSMEs also presents its own challenges, such as low competitiveness, limited innovation, unprofessional management, and an inability to adapt to changes in the market and technology (Kurdi & Firmansyah, 2020). An increase in the number of business units does not automatically guarantee business sustainability, as many MSMEs still face classic obstacles, such as limited capital, weak management, low product innovation, and lack of access to global markets (Kartika Rahmawati et al., 2025). Therefore, although the data in Figure 1 shows positive achievements in terms of quantity, the quality and competitiveness of MSMEs remain important issues that need to be addressed. This can be seen in 2022, where there was a decline of 480 thousand MSMEs compared to the previous year.

Entrepreneurial orientation is believed to encourage MSMEs to be more innovative, proactive, and willing to take risks in facing business dynamics (Shiratina et al., 2020). In addition, product innovation is the key to differentiation that enables MSMEs to create added value and expand their market (Noviani, 2020). Previous literature reviews have highlighted the influence of entrepreneurial orientation, product innovation, and strategic managerial capabilities on the sustainability of MSMEs, but these reviews are still limited in the Indonesian context. Therefore, this study aims to comprehensively examine the relationship between these three variables and the business sustainability of MSMEs.

Thus, Figure 1 not only illustrates the numerical growth of MSMEs but also emphasizes the urgency of strengthening internal factors such as entrepreneurial orientation, product innovation, and strategic managerial capabilities (Nurbaya, 2020). These factors will determine whether the growth trend can continue into healthy, competitive business sustainability and contribute significantly to the national economy in the long term (Hendrajaya et al., 2022). This research is important because it provides theoretical contributions to enriching the study of SME sustainability, as well as practical contributions as a basis for policy-making and strategies to strengthen SMEs in the era of global competition.

Problem Formulation

Based on the above background, the problem formulation in this literature review research is: 1) Does entrepreneurial orientation affect the sustainability of MSME businesses?; 2) Does product innovation affect the sustainability of MSME businesses?; and 3) Does strategic managerial ability affect the sustainability of MSME businesses?.

METHOD

This study uses a *literature review* design with a descriptive qualitative approach. This approach was chosen because it allows researchers to identify, examine, and synthesize various relevant previous studies on entrepreneurial orientation, product innovation, and strategic managerial capabilities in relation to the sustainability of MSMEs in Indonesia. The analysis was conducted using a *comparative analysis* method, which allowed the researcher to examine the similarities, differences, and trends in the research results so that a comprehensive conclusion could be drawn.

The data in this study came from reputable international and national indexed academic publications. The articles used were sourced from the Thomson Reuters, Springer, Taylor & Francis, Emerald, Elsevier, Sage, Scopus (Q2–Q4), Web of Science databases, as well as Sinta 2–5 and DOAJ indexed national journals. In addition, the researchers also used digital books (*e-books*) as additional literature. To remain up-to-date, the sources selected were limited to publications issued within the last eight years, (Susanto et al., 2024).

In the literature selection process, researchers established inclusion and exclusion criteria. Articles included must be empirical or theoretical studies discussing MSMEs, written in Indonesian or English, published in indexed journals, and available in *full-text* format. Conversely, popular articles, non-indexed proceedings, internal reports, or publications without full access were excluded from the analysis. To ensure the validity and credibility of the study results, researchers used several strategies. First, articles were selected only from reputable indexed databases to ensure the quality of the sources. Second, the data used was selected based on its direct relevance to the research variables. Third, literature triangulation was carried out by comparing results from various sources to obtain consistent and accountable findings.

RESULTS AND DISCUSSION

Results

Business Sustainability

Business sustainability is the ability of a company or organization to survive, grow, and adapt consistently in the face of internal and external environmental dynamics (Harianto & Soenardi, 2022). These dynamics can refer to the long-term existence of the company, but also to its ability to maintain operational stability, competitiveness, and continuity of contribution to stakeholders (Asogwa et al., 2023).

The indicators or dimensions included in the business sustainability variable are: 1) Financial Sustainability: The ability of a business to achieve stable profits and economic

growth without sacrificing long-term resources through revenue diversification and financial risk management; 2) Social Sustainability: A business's responsibility to society, including improving the welfare of employees and communities through ethical practices such as corporate social responsibility (CSR) programs and social inclusion; 3) Environmental Sustainability: Business efforts to reduce negative impacts on the environment, such as the use of renewable energy and waste management, to ensure the preservation of natural resources; 4) Operational Sustainability: Business process efficiency that supports long-term resilience and adaptation to market changes, as well as sustainable supply chain dependence (George & Schillebeeckx, 2022). Business sustainability variables are relevant to previous research conducted by: (Trivellas et al., 2020), (Malarvizhi & Vijayarani, 2024), (Bhattacharya et al., 2023).

Entrepreneurial Orientation

Entrepreneurial orientation is a strategic approach and organizational mindset that reflects the extent to which a company is committed to identifying opportunities, taking calculated risks, and developing innovations to create added value. This concept is rooted in individual entrepreneurial behavior which is then implemented in an organizational context. Entrepreneurial orientation encompasses several key dimensions, namely innovativeness, proactivity, and risk-taking. Innovativeness refers to a company's ability to develop new ideas, products, or processes that are relevant to market needs (Shiratina et al., 2020).

The indicators or dimensions contained in the entrepreneurial orientation variable include: 1) Innovation: The tendency of organizations to introduce new ideas and creative solutions, such as developing products or processes that are different from competitors, to drive growth; 2) Risk Taking: The willingness of organizations to invest in projects with high profit potential and uncertain outcomes, such as new market expansion, despite the possibility of failure; 3) Proactivity: An organization's initiative in anticipating market changes and acting faster than competitors. This includes leading industry trends through research and development; 4) Autonomy: The freedom of individuals or teams to identify opportunities and implement ideas without excessive bureaucratic barriers, encouraging creativity and flexibility (Octavia et al., 2020). Entrepreneurial orientation variables are relevant to previous research conducted by: (Sriayudha et al., 2020), (Prayetno & Ali, 2020).

Product Innovation

Product innovation is the process of developing, improving, or creating new goods and services that provide added value to consumers while increasing the company's competitiveness in the market (Suhaily et al., 2020). Innovation means introducing a completely new product, but it also includes modifications, design improvements, feature additions, quality improvements, or the use of new technology in an existing product. In the context of modern business, product innovation is considered one of the main keys to maintaining a company's relevance amid fierce competition. Through innovation, companies can meet the evolving needs of consumers, differentiate themselves from competitors, and open up new market opportunities (Begum et al., 2022).

The indicators or dimensions included in the product innovation variable are: 1) Uniqueness: The degree of originality and difference of a product from existing products. This can be achieved by offering new technological features that have never been offered before to attract unique market segments; 2) Usefulness: The ability of a product to effectively meet customer needs. This is measured through functional benefits and ease of use, which increase satisfaction; 3) Development Speed: The time required to bring an innovation from concept to market, enabling organizations to respond quickly to trends and reduce development costs; 4) Market Impact: The influence of a product on market share and customer loyalty, such as increased sales or mass adoption, which strengthens the

organization's competitive position (Lee, 2023). The product innovation variable is relevant to previous studies conducted by: (Sulistiyowati et al., 2022), (Qiu et al., 2020), (Ahmad et al., 2024).

Strategic Managerial Capabilities

Strategic managerial competence refers to the skills, capacity, and expertise of organizational leaders in formulating, implementing, and evaluating long-term strategies to achieve company goals (Yaser Alraei et al., 2020). This concept includes the ability to analyze the internal and external environment, make strategic decisions, allocate resources, and provide visionary leadership. Companies with good strategic management capabilities are able to read market trends, identify opportunities, and anticipate threats before they have a significant impact on the organization (Pramandita et al., 2021).

The indicators or dimensions included in the strategic managerial capability variable are: 1) Strategic planning: The ability of managers to analyze the external and internal environment, formulate a long-term vision, and set goals that are in line with the organization's resources; 2) Strategic decision-making: The process of evaluating options and making optimal decisions in uncertainty, such as allocating budgets to priority projects to maximize profits; 3) Resource Management: Efficient allocation and optimization of human, financial, and technological resources, including team development and risk mitigation, to support strategy implementation; 4) Adaptation and Learning: The ability of managers to adjust strategies in response to external changes through feedback and organizational learning to maintain long-term competitive advantage (Ferlie & Ongaro, 2022). The variables of strategic managerial competence are relevant to previous research conducted by: (Usman et al., 2025), (Höglund et al., 2021), (Yoshikuni et al., 2024).

Previous Research

Based on the literature review above, previous research relevant to this study was determined to support the development of the following hypotheses:

Table 1. Results of Relevant Previous Research

No	Author (Year)	Research Results	Similarities with this article	Differences with this article
1	(Suhartini, 2021)	Entrepreneurial characteristics and entrepreneurial orientation variables affect business sustainability in grocery stores in Kasihan Bantul, Yogyakarta	Similarities with this study are in the entrepreneurial orientation variable as an independent variable and the business sustainability variable as a dependent variable	-The difference with previous studies is in the entrepreneurial characteristics variable as another independent variable -Another difference lies in the research object, which is conducted on grocery stores in Kasihan Bantul, Yogyakarta
2	(Hamka et al., 2021)	The variables of creativity and product innovation influence business sustainability among food and beverage processing industry entrepreneurs in Maros Regency	Similarities with this study are found in the product innovation variable as the independent variable and the business sustainability variable as the dependent variable	The difference with previous studies lies in the research object, which was conducted on Food and Beverage Processing Industry players in Maros Regency.
3	(Mas'ud et al., 2025)	Business strategy variables, strategic managerial capabilities, and accounting knowledge influence the	The similarity with this study is in the variable of strategic managerial ability as an independent variable and the	The difference with previous studies lies in the research object, which was conducted

No	Author (Year)	Research Results	Similarities with this article	Differences with this article
		sustainability of micro businesses in Kendari City.	variable of business sustainability as a dependent variable	on micro businesses in Kendari City.

Based on the research problem formulation and relevant previous studies, the results and discussion of this literature review on MSMEs in Indonesia are as follows:

The Effect of Entrepreneurial Orientation on Business Sustainability

Based on a review of the literature and relevant previous studies, it can be stated that entrepreneurial orientation influences business sustainability in MSMEs in Indonesia.

To achieve MSME business sustainability through entrepreneurial orientation, every MSME in Indonesia must do the following: 1) Innovation: MSMEs must constantly seek new ways to improve their products, services, or business processes; 2) Risk-taking: MSMEs must dare to make strategic decisions that have the potential to bring great results, even though there is uncertainty. This does not mean taking reckless risks, but rather calculated risks; 3) Proactivity: MSMEs must act as market leaders by anticipating trends and opportunities, rather than simply reacting to changes; and 4) Autonomy: Giving individuals or teams within MSMEs the freedom to act and make decisions without the need for approval from a rigid hierarchy. This encourages creativity and initiative from the bottom up.

If every MSME actor can implement and pay attention to these three things, it will have a positive effect on business sustainability, which includes: 1) Financial sustainability: Innovation and proactivity will increase sales, expand markets, and create new sources of income. This ensures stable cash flow and long-term profitability; 2) Social sustainability: Growing MSMEs will absorb labor, improve the welfare of the surrounding community, and contribute to local development. This makes the business more accepted by the community; 3) Environmental sustainability: Innovation in production processes or the use of environmentally friendly materials will reduce the negative impact on nature. Environmentally conscious MSMEs will gain social legitimacy and support from consumers; 4) Operational sustainability: Autonomy and the ability to take risks ensure that MSMEs are more adaptive to change, maintain smooth business processes, and increase resilience in the face of economic crises or policy changes.

The results of this study are in line with previous studies conducted by (Pitoyo & Sulistyowati, 2024) and (Suhartini, 2021), which state that there is an influence between entrepreneurial orientation and business sustainability in SMEs.

The Influence of Product Innovation on Business Sustainability

Based on a literature review and relevant previous studies, it is stated that product innovation affects business sustainability in SMEs in Indonesia.

To achieve SME business sustainability through product innovation, every SME in Indonesia must do the following: 1) Uniqueness: SMEs must create products that have characteristics or features that are different and stand out from similar products on the market. This could be in the form of new flavors, attractive designs, or unusual raw materials; 2) Usefulness: Product innovation is not only about novelty, but also about providing tangible benefits to consumers. Products must be able to solve problems or effectively meet unmet needs; 3) Speed of development: The market changes rapidly, so MSMEs must be able to develop and launch innovative products in a short period of time. This process must be efficient so as not to lose momentum; 4) Market impact: Product innovation must be designed to create a significant impact in the market, whether by attracting new customers, increasing market share, or creating new trends.

If every MSME actor can apply and pay attention to these three things, it will have a positive effect on business sustainability, including: 1) Financial sustainability: Innovative products increase competitiveness and purchasing interest, thereby increasing sales, stabilizing cash flow, and maintaining long-term profitability; 2) Social sustainability: SMEs that continue to innovate contribute to the creation of new jobs, improve workforce skills, and promote local pride. This strengthens relationships with the community; 3) Environmental sustainability: Environmentally friendly product innovations (e.g., the use of recycled materials or biodegradable packaging) help preserve nature and attract environmentally conscious consumers; 4) Operational sustainability: With continuous innovation, MSMEs are better prepared to face market changes, reduce the risk of stagnation, and maintain operational sustainability even when economic conditions fluctuate.

The results of this study are in line with previous studies conducted by (Ari Sulistyowati et al., 2025), (Ekasari & Sularsih, 2023), (Fikamalina et al., 2024), which state that there is an influence between product innovation and business sustainability in MSMEs.

The Influence of Strategic Managerial Capabilities on Business Sustainability

Based on a review of the literature and relevant previous studies, it is stated that strategic managerial capability influences business sustainability in MSMEs in Indonesia.

To achieve MSME business sustainability through strategic managerial capabilities, every MSME in Indonesia must do the following: 1) Strategic planning: MSMEs must have the ability to formulate a vision, mission, and long-term goals. This is not just about daily plans, but also a roadmap for future growth, including where the MSME will be in the next 3-5 years; 2) Strategic decision-making: An MSME manager or owner must be able to make important decisions in conditions of uncertainty, such as determining investments, choosing market segments, or diversifying products. Strategic and timely decisions are key factors in business continuity; 3) Resource management: The ability to manage and allocate human, financial, and technological resources, as well as partner networks, efficiently and effectively is very important. Good resource management enables MSMEs to maximize their potential and minimize their limitations; 4) Adaptation and learning: MSMEs need to have the ability to adapt to changes in the business environment, whether related to consumer trends, technology, or regulations. In addition, a culture of continuous learning ensures that MSMEs are always improving their competencies, addressing weaknesses, and preparing to face new challenges.

If every MSME actor can implement and pay attention to these three things, it will have a positive effect on business sustainability, which includes: 1) Financial sustainability: With strategic planning and proper resource management, MSMEs can maintain stable cash flow, increase profitability, and gain easier access to funding; 2) Social sustainability: Good managerial skills will increase the capacity of MSMEs to create jobs, provide employee welfare, and contribute to community development; 3) Environmental sustainability: Strategic decisions based on sustainability can encourage the use of environmentally friendly resources, reduce waste, and support a positive image of MSMEs in the eyes of consumers; 4) Operational sustainability: With adaptability and learning capabilities, MSMEs can maintain smooth operations despite market changes or crises, and maintain long-term competitiveness.

The results of this study are in line with previous studies conducted by (Fajarratih et al., 2023), (Rusyida, 2023), (Widayanto et al., 2020), (Mas'ud et al., 2025), which state that there is an influence between strategic managerial capabilities and business sustainability in SMEs.

Conceptual Framework

The conceptual framework is determined based on the research questions, research objectives, and previous studies relevant to the discussion in this literature review:

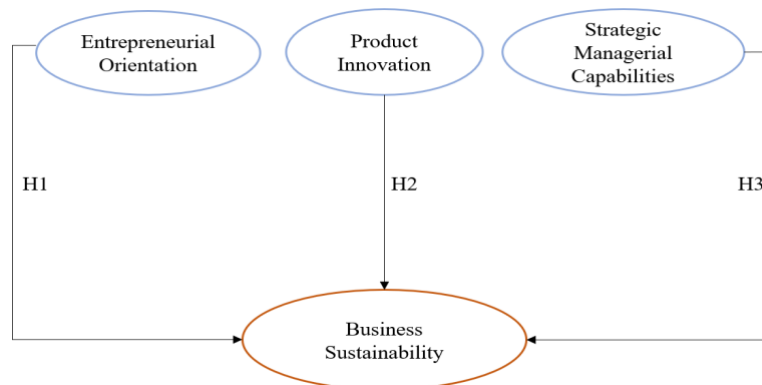


Figure 2. Conceptual Framework

Based on Figure 2 above, entrepreneurial orientation, product innovation, and strategic managerial capabilities influence business sustainability in MSMEs in Indonesia. However, in addition to the variables of entrepreneurial orientation, product innovation, and strategic managerial capabilities that influence business sustainability, there are other variables that influence it, including:

- 1) Service Quality: (Agarwal & Gowda, 2021), (Law et al., 2022), (Susiloningtyas et al., 2022).
- 2) Product Quality: (Triwidyati, E., Gustawan, D., & Astuti, 2023), (Hadita & Navanti, 2024), (Sulistyanto et al., 2020).
- 3) Promotions: (Saputra & Sumantyo, 2022), (Fadilah et al., 2021), (Hapsari et al., 2021).

CONCLUSION

Based on the problem formulation, results, and discussion above, the conclusion of this literature review study is as follows:

- 1) Entrepreneurial orientation affects the sustainability of MSME businesses in Indonesia, where entrepreneurial orientation encourages MSMEs to dare to innovate, take calculated risks, be proactive, and provide autonomy in decision-making.
- 2) Product innovation influences the sustainability of MSME businesses in Indonesia, becoming a vital element because it enables MSMEs to create uniqueness, provide added value, and respond quickly to consumer needs.
- 3) Strategic managerial capabilities influence the sustainability of MSME businesses in Indonesia, namely ensuring sustainability through careful planning, strategic decision-making, efficient resource management, and the ability to adapt to change.

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