



Examination of Elements Influencing the Income Level of Micro Enterprises

Yoga Tantular Rachman¹, Niki Hadian², Yogo Heru Prayitno³

^{1,2,3} Universitas Widyatama & Bandung, Indonesia

ARTICLE INFO	ABSTRACT
Published Online: 26 May 2026	This research intends to examine the elements that can promote micro-entities functioning in both the formal and informal sectors, particularly regarding income stability, enabling these micro-entities to grow and achieve sustainability through a descriptive approach. The descriptive research method does not seek to identify causal links between variables or evaluate hypotheses; instead, it is conducted to provide a description of a variable or phenomenon grounded in established facts. The research approach was conducted via interviews, observations, and literature reviews. Information from interviews, observations, and literature reviews was analyzed using the SWOT (Strengths, Weaknesses, Opportunities and Threats) model to pinpoint internal strengths and weaknesses, as well as external opportunities and threats influencing the income levels of micro-entities. The study's findings indicate that business adaptability, closeness to customers, technological advancements, and governmental policy backing through its initiatives positively influence income growth, whereas restricted capital, low digital literacy among micro-entrepreneurs, heightened competition, and economic volatility contribute to a reduction in micro-entrepreneur income.
Corresponding Author: Yoga Tantular Rachman	
KEYWORDS: Micro entities, income and business sustainability	

I. INTRODUCTION

In Indonesia, micro-entities are classified according to small businesses, mainly focused on their scale and assets. Many of these micro-entities do not have sufficient accountability in managing their operations, although they play a crucial role in the country's economy.

The Ministry of Finance reported that many MSMEs continue to encounter several hurdles, including challenges in scaling up, restricted access to digital advancements, obstacles in entering the global market, and insufficient financial services. Nonetheless, Indonesian MSMEs can accommodate 97% of the labor force, account for 60% of Gross Domestic Product (GDP), and represent 15% of national exports (Kemenkeu RI, 2024). The important contribution of MSMEs, particularly micro-enterprises, must be promoted to turn into a national economic power. The government's function as a policymaker is notably important in promoting micro-enterprises (Bappenas RI, 2024).

Every entity mentioned, ranging from micro to large, forms a supply chain, in which these smaller entities or businesses act as customers of small businesses, which then procure supplies from medium-sized companies, and this continues up to large enterprises or entities (Maksum, Sri Rahayu, & Kusumawardhani, 2020). Micro enterprises serve on the front lines as they frequently engage directly with end consumers, who represent the broader community

in their local settings (OECD, 2023). The economy's momentum in the wider community is fueled by these micro entities, influencing small businesses and extending up to larger ones. Therefore, it's fitting that these micro entities play a significant role in the national economy, both directly and indirectly (Devos & Chen, 2022).

The government's involvement in aiding these micro-entities is also crucial through policies, including those concerning capital and taxation, as has been done so far. Nonetheless, this is certainly insufficient; education for these micro-entities needs to be included in government policy. With suitable education, these micro-entities can be enhanced further, including boosting their earnings (Pedraza, 2021).

These micro-enterprises are primarily owned by individuals and families, and they largely help sustain their families' livelihoods. Numerous businesses can enhance their families' wealth, allowing them to afford higher education for their children, thereby bolstering their families' financial situation (Somboonvechakarn, Taiphapoon, Anuntavoranich, & Sinthupinyo, 2022). A proper education for these micro-enterprises can also help these micro-entities evolve into small businesses. A small business's status can be gauged by its revenue (Suminah, Suwanto, Sugihardjo, & Anantanyu, 2020a). Boosting income is likewise an indicator of business achievement. Higher revenue translates to greater profits and

enhancements to the family's financial situation and quality of life (Surya et al., 2021a). This research seeks to examine elements that may affect the income level of micro-entities, including age, employee count, business duration, capital, empowerment, production technology (Suminah, Suwanto, Sugihardjo, & Anantanyu, 2020); communication, innovation and sustainability (Somboonvechakarn et al., 2022); government policy, empowerment and technology (Maksum et al., 2020); economic growth, productivity, community welfare and sustainability (Surya et al., 2021a), thus enabling a direct influence on the local environment while also indirectly affecting the national economy. This study also relies on initiatives to "Promote Inclusive and Sustainable Economic Growth, Full Employment, and Decent Work for Everyone (Sustainable Development Goals No. 8 Related to Decent Work and Economic Growth)."

II. LITERATURE REVIEW

The 2030 Agenda for Sustainable Development Goals (SDGs) is a fresh development pact that advocates for transformative shifts towards sustainable development grounded in human rights and equity to foster social, economic, and environmental growth (de Jong & Vijge, 2021). Sustainable Development Goal 8, which focuses on decent work and economic growth, strives to promote inclusive and sustainable economic development, ensuring full and productive employment as well as decent work opportunities for everyone. Achieving SDG 8 is expected to generate improved and more inclusive economic conditions, allowing everyone to access decent work and contribute to development (Bappenas RI, 2024).

A robust national economy is demonstrated through the well-being experienced by all segments of society, rather than just a limited group (Gardiner et al., 2023). Micro-entities are at the forefront of the economy, with many being directly linked to end consumers. These micro-entities are distributed across the nation, encompassing nearly the whole population. Micro-entities and large-entities form a supply chain. Large entities would lack significance without medium-sized entities as their customers, whereas medium-sized entities primarily supply small entities, with micro-entities serving as a connection to the majority of end customers (OECD, 2023). In this manner, the mechanisms of the economy at all societal levels will operate and influence a robust national economy. Here is where the significant function of micro-entities is revealed.

Micro Entity

A micro-entity refers to a category of business entity classified under Micro, Small, and Medium Enterprises (MSMEs) and possesses distinct traits regarding its scale, employee count, and capital resources. In Indonesia, the definition of a micro-entity is regulated by law, specifically Law Number 20 of 2008 concerning MSMEs (Law of the Republic of Indonesia Number 20 of 2008).

Micro Entities Characteristics

Micro entities have the following characteristics (Law of the Republic of Indonesia Number 20 of 2008) :

- Business Scale: Micro entities operate on a smaller business scale in comparison to small and medium enterprises.
- Employee Count: Micro entities usually possess a small workforce.
- Business Capital: Micro entities possess a relatively limited amount of business capital.
- Limited Public Accountability: Micro entities typically lack substantial public accountability requirements, indicating they aren't obligated to generate financial reports meant for the general public.

Financial Reporting for Micro Entities

Financial reporting is governed by a standard known as the Financial Accounting Standards for Micro, Small, and Medium Enterprises. This standards is an accounting framework tailored for micro, small, and medium enterprises lacking substantial public accountability. The aims of this standards is to streamline the preparation of financial reports for MSMEs, enhancing ease and relevance. The standards governs essential elements of financial report preparation, including (Pramudya, 2024) :

- Statement of Financial Position (Balance Sheet)
- Income statement
- Notes to the Financial Statements

Measurement in this standards typically relies on historical costs rather than fair value, as seen in more intricate accounting standards.

Revenue

Revenue consists of all income received as money or goods from different sources, including the sale of products and services, interest, dividends, royalties, and rental income. In a corporate setting, revenue arises from a company's core operational activities, like selling products or services to clients (Suminah et al., 2020a). Revenue serves as a crucial metric in assessing a company's financial performance and provides the foundation for determining profit and loss. Typically, revenue is categorized into various forms, such as:

1. Operating Income: Earnings generated from a company's core business operations, like the sale of goods or services.
2. Non-Operating Income: Revenue generated from avenues outside of core operational tasks, including interest from investments or royalty payments.

Significance of Earnings:

- a. Revenue serves as a key metric for assessing a company's performance and evaluating its effectiveness in generating profit from business operations.

- b. Income serves as the foundation for determining a company's profit and loss, which represents the variance between income and expenses incurred.
- c. Precise revenue data aids management in making strategic choices, like setting sales goals, allocating resources, and developing products.

Revenue frequently serves as the primary objective of a company, as it provides the necessary resources for the organization's sustainability and growth.

III. RESEARCH METHODOLOGY

Study Framework

This research design is characterized by descriptiveness, employing direct observation, interviews, and documentation. The descriptive method is utilized to analyze the condition of a group of individuals, an item, a situation, a system of beliefs, and future events (Sugiyono, 2019). Descriptive research aims to produce an exploratory, methodical, factual, and precise depiction of the facts, attributes, and connections among the different phenomena under investigation. Utilizing this perspective and employing direct observation techniques, interview frameworks, comprehensive interviews, and document analysis, a narrative of the events was constructed, aiming to gather data concerning the elements that affect the income levels of micro-entities.

Data collection technique

For gathering the necessary data, the author employed various techniques in data collection, which, when viewed in terms of methods or techniques, can include interviews, observations, library research, and a combination of all three (Sugiyono, 2019). The methods of data gathering employed by the researcher are as follows:

1. Interviews involve a direct, in-person approach where a series of questions are posed to pertinent individuals in order to gather the necessary information and data for the research.
2. Observation is a technique for gathering information by directly watching activities being carried out in the field.
3. Library research involves examining literature, handouts, papers, and other relevant legislation pertaining to the issue under investigation.

Data Analysis Techniques

To examine the data gathered in this study, the author employed descriptive analysis methods, specifically a technique that involves organizing the collected data, followed by interpreting and analyzing it to deliver insights for addressing the issues encountered, in line with the research design. The outcomes of interviews and observations were gathered, analyzed, and conclusions were made. Furthermore, the researcher attempted to assess the findings using a SWOT analysis (Strength, Weakness, Opportunity, Threat), serving as a mechanism to evaluate

factors affecting income levels. The gathered data was analyzed and processed descriptively through the SWOT analysis method, utilizing a qualitative approach that investigates both internal and external factors. In this instance, internal factors include Strength (capability or potential) and Weakness (limitations or drawbacks). External factors consist of Opportunity (opportunity) and Threat (threat) (Rangkuti, 2009). According to Rangkuti (2009), the performance of a company or organization can be influenced by a mix of internal and external elements. Both elements need to be taken into account in a SWOT analysis. A SWOT analysis evaluates external elements, namely opportunities and threats, alongside internal elements, which include strengths and weaknesses. The interplay of internal and external elements is as outlined:

1. SO Strategy (Strengths Opportunities) is a strategy developed through objective thinking, focusing on leveraging all strengths to capture and maximize opportunities as much as possible.
2. ST Strategy (Strengths Threats) The ST strategy leverages the strengths of an entity to counteract threats.
3. WO (Weaknesses Opportunities) Strategy This WO strategy is formulated by leveraging current opportunities while reducing existing weaknesses.
4. WT (Weaknesses Threats) Strategy The WT strategy focuses on defensive measures and aims to reduce current weaknesses and evade threats.

IV. RESULT AND DISCUSSION

Micro-entities are very small-scale business units typically owned and managed by individuals or families. Based on data analysis related to factors influencing micro-entity revenue levels, the following SWOT matrix illustrates these factors:

Table 4.1.SWOT Matrix for Factors Affecting EMKM Revenue

	Strength (S)	Weakness (W)
Internal	- Social capital & local networking (Perdana & Syah, 2023) - Operational flexibility (Yousuf et al., 2019) ; (Shi, Prajogo, Fan, & Oke, 2025) - Low operating	- Limited capital (International Monetary Fund. Asia and Pacific Dept, 2024) ; (Tambunan, 2021) - Simple financial management (Surya et al., 2021b) ; (Aqsa, Titik Rosnani, Wenny Pebrianti, & Heriyadi, 2022) - limited human

“Examination of Elements Influencing the Income Level of Micro Enterprises”

	costs (Yuliana, Fatmala, Adiansyah, Haryadi, & Wahyudi, 2024) ; (Surya et al., 2021b) - Local/unique based products (Sinolungan & Kimbal, 2024)	resources (Kazlauskaitė, Autio, Gelbūda, & Šarapovas, 2015) ; (International Monetary Fund. Asia and Pacific Dept., 2024) - Small scale production (Tambunan, 2022)		interest People's Business Credit facilities, which is a government policy to increase production capacity without increasing fixed costs. (International Monetary Fund. Asia and Pacific Dept, 2024; Prasannath, Adhikari, Gronum, & Miles, 2024; FP Putra, Budi, Widodo, & Firmansyah, 2019)	the Ministry of Micro, Small and Medium Enterprises as well as from the business community (Kumar & Singh, 2023) - Limited human resources + Digitalization Using a simple digital financial recording application and simple automation for effectiveness and efficiency (Prayogi, Muda, & Kholis, 2024) - Small scale production + partnership with larger businesses Helping small businesses fulfill orders beyond their production capacity (Queiroz, Fosso, Jose, Jabbour, & Machado, 2022) ; (Prabowo & Wiwoho, 2025)
External Opportunity (O) - Digitalization and e-commerce (Kahveci, 2025) ; (Zangana, Natheer Yaseen Ali, & Ayaz Khalid Mohammed, 2024) - Government support (Nugroho, Novitasari, & Timur, 2024) - Local and environmentally friendly consumption trends (Permana, Nawangsari, Siswanti, Kurniasih, & Arijanto, 2025) - Partnership with larger businesses (Purba, Sirait, Siregar, & Harianto, 2025)	- Local products + e-commerce Creating an online store in the marketplace with branding based on local wisdom (Rubedo, Jusuf, Hanna, & FR, 2024; Sugito, Lubis, & Muliono, 2025; Sullivan-Taylor & Branicki, 2011) - Operational flexibility + local consumption trends Adapting products to trends (Dung & Dung, 2024; Ndlovu, Ndlovu, & Ebewo, 2025) - Low operating costs + government support Using low-	- Limited capital + government support Applying for People's Business Credit with low interest and admin fees, which is a government policy, or utilizing low-interest fintech landing from state banks (Bamidele Micheal Omowole, Oghenekome Urefe, Chukwunweike Mokogwu, & Somto Emmanuel Ewim, 2024; Offiong, Szopik-Depczyńska, Cheba, & Ioppolo, 2024) - Simple management + government support Attending accounting and finance training from the Ministry of Cooperatives, Small and Medium Enterprises or from	Threat (T) - Fierce competition (Gamage et al., 2020) - Fluctuations in raw material prices (Chen, 2025) - Changes in regulations (Riwanto, Suryaningsih, & Putri, 2023) - Dependence on local markets	- Unique local products and differentiation from big competitors Emphasizing authenticity, there are elements of cultural stories or handmade quality to build customer loyalty (Arsa, Mertanadi, Karta, & Widiastini, 2025; FIFS	- Simple management + tough competition. Focus on niche markets (specific segments) rather than competing with large traders (Keelson et al., 2024) - Small production scale + raw material fluctuations Diversify products so as not to depend on one main ingredient (Ahn & Tan, 2025)

“Examination of Elements Influencing the Income Level of Micro Enterprises”

(Giakoulas, 2024)	Putra, Panjaitan, Fatmawati, & Rumanti, 2025) - Operational flexibility and raw material price adaptation Adjusting the size/packaging to remain affordable even if the price of ingredients increases (Georgakoudis & Pechlivanidou, 2025) - Local networks and mitigation of market dependency Expanding distribution through resellers or communities outside the core area (Abellana & Alonzo, 2025; Clarke, 2023)	- Limited human resources + new regulations Joining cooperatives/MSME communities to share resources, regulatory information and market access (Purgał-Popieła, 2025)
--------------------------	---	--

Sustainability in business is an essential objective for operating a company. Revenue serves as a measure of business sustainability. Reliable income, or preferably steady growth, is an indicator of business success. Consequently, sustaining revenue is essential for ongoing business operations. According to Mensah, Boohene, & Mensah (2026), their study indicates social capital and networking play a crucial role in the sustainable development of micro, small, and medium enterprises (MSMEs), with innovation, particularly product innovation, acting as a vital mediator linking social networks to revenue growth. Social capital and community networking, by enhancing market access, speeding up regulatory

information gathering, and boosting innovation, affect revenue outcomes. At the same time, Susiang (2024); Khusaini, Lestari, Widiarti, & Suherman (2022) in their study indicated that social capital, operational adaptability, and resource management positively influence sustainable competitive strategies..

Digitalization, supportive government policies, eco-friendly products, and alliances with larger companies play a role in impacting the income levels of micro-entities. Certainly, their success relies on regulations that evolve with economic changes, the level of digital literacy, the adoption of technology, the consistency in pursuing a green economy or in addressing environmental issues in business operations, and fostering sustainable partnerships with larger enterprises (Kahveci, 2025); (Nugroho, Novitasari, & Timur, 2024); (Permana, Nawangsari, Siswanti, Kurniasih, & Arijanto, 2025); (Purba, Sirait, Siregar, & Harianto, 2025) (Kahveci, 2025); (Nugroho, Novitasari, & Timur, 2024); (Permana, Nawangsari, Siswanti, Kurniasih, & Arijanto, 2025); (Purba, Sirait, Siregar, & Harianto, 2025).

Conversely, micro-entities encounter structural obstacles and constraints in operating their businesses, including restricted capital, basic financial management, minimal resources, and reduced production scales, which hinder their ability to compete with larger firms (Tambunan, 2021); (Surya et al., 2021b); (Kazlauskaitė, Autio, Gelbūda, & Šarapovas, 2015); (Tambunan, 2022). Addressing this requires strategies to enhance financial understanding and management for micro-entities (Kumar & Singh, 2023), accessible and low-cost credit options (Bamidele Micheal Omowole, Oghenekome Urefe, Chukwunweike Mokogwu, & Somto Emmanuel Ewim, 2024; Offiong, Szopik-Depczyńska, Cheba, & Ioppolo, 2024); collaborations with larger enterprises (Queiroz, Fosso, Jose, Jabbour, & Machado, 2022), and policies from the government that support the interests of these micro-entities (Kumar & Singh, 2023).

Additionally, micro-enterprises are confronted with significant competition both from one another and from larger companies. As competition becomes fiercer and the market saturates, impeding growth, the remedy is to innovate or enhance efficiency to endure, since this influences the micro-entity's income level (Gamage et al., 2020). The risk of changing raw material costs, which naturally influence selling prices and may result in reduced revenue if prices increase, also represents a danger. Volatile raw material prices lead to unpredictable production expenses and may impact profit margins for businesses (Chen, 2025). The answer is to secure alternative materials as a backup during shortages or modify the size/packaging if price increases are undesirable (Georgakoudis & Pechlivanidou, 2025). Regulatory frameworks and reliance on regional markets can greatly affect the operational functions of micro-enterprises. For instance, governmental regulations concerning local markets can cause shortages of

resources or raw materials, which may result in price hikes and impact revenue. Government regulations may elevate the compliance demands on companies; however, they can also create new opportunities, prompting businesses to adjust to these regulations whenever feasible (Riwanto, Suryaningsih, & Putri, 2023). At the same time, reliance on local markets may restrict business growth opportunities and expose companies to the economic circumstances of the nearby region. The answer lies in exploring different markets to reduce reliance on one area (Giakoulas, 2024).

V. CONCLUSIONS

The findings from the research can be summarized both internal and external factors have a dual impact on micro-enterprise revenue. Factors like business adaptability, closeness to customers, advancements in technology, and supportive government policies through initiatives have demonstrated an ability to boost revenue for micro-enterprises. Constraining elements like insufficient funding, a lack of digital skills among business owners, heightened market rivalry, and economic uncertainty indeed restrict income and obstruct the growth of micro-enterprises. Consequently, the success of micro-enterprises greatly relies on the entrepreneur's capability to leverage opportunities (flexibility, technology, policy assistance) while also navigating obstacles (capital, digital skills, competition, and economic factors)

ACKNOWLEDGMENT

Appreciation and thankfulness are expressed to God Almighty, whose grace and blessings allowed the author to finish this research. I also express my appreciation to my research colleagues, Mr. Niki and Mr. Yogo, as well as to Universitas Widyatama via the Bureau of Research and Community Service (P2M Bureau), which offered both moral and material assistance in finalizing our research

REFERENCES

1. Abellana, J. J., & Alonzo, A. (2025). Distribution Channels and Innovation Strategies as Catalysts for MSME Growth: Insights from Northern Mindanao's Bakery Sector. *American Journal of Social Development and Entrepreneurship*, 4(1), 49–60. <https://doi.org/10.54536/ajsde.v4i1.4588>
2. Ahn, J., & Tan, B. (2025). Supply Chain Diversification and Resilience. *IMF Working Papers*, 2025(102), 1. <https://doi.org/10.5089/9798229011419.001>
3. Aqsa, D. F., Titik Rosnani, Wenny Pebrianti, R., & Heriyadi. (2022). Ilomata International Journal of Management. *Scholar.Archive.Org*, 3(1), 327–342. Retrieved from <https://scholar.archive.org/work/sy63srah7bdsfaghtihipmxdpqq/access/wayback/https://www.ilomata.org/index.php/ijjm/article/download/302/222>
4. Arsa, I. K. S., Mertanadi, I. M., Karta, N. L. P. A., & Widiastini, N. M. A. (2025). A Literature-Based Study on Leveraging Cultural Elements to Boost MSME Product Value. *International Journal of Research and Innovation in Social Science (IJRISS)*, IX(2454), 1330–1343. <https://doi.org/10.47772/IJRISS>
5. Bamidele Micheal Omowole, Oghenekome Urefe, Chukwunweike Mokogwu, & Somto Emmanuel Ewim. (2024). Integrating fintech and innovation in microfinance: Transforming credit accessibility for small businesses. *International Journal of Frontline Research and Reviews*, 3(1), 090–100. <https://doi.org/10.56355/ijfrr.2024.3.1.0032>
6. Bappenas RI. (2024). Pekerjaan Layak dan Pertumbuhan Ekonomi. <https://Sdgs.Bappenas.Go.Id/17-Goals/Goal-8/>, 98–111.
7. Chen, K. (2025). A Study on the Coping Strategies of Taiwan's Smes Facing the Fluctuation of Rubber Raw Material Prices: A Case Study of Five Local Manufacturing Companies. *Journal of Economics, Management and Trade*, 31(6), 169–176. <https://doi.org/10.9734/jemt/2025/v31i61307>
8. Clarke, R. (2023). Beyond Borders: Global Expansion Strategies for Small and Medium Enterprises, 12, 20–21. <https://doi.org/10.37421/2167-0234.2023.12.469>
9. de Jong, E., & Vijge, M. J. (2021). From Millennium to Sustainable Development Goals: Evolving discourses and their reflection in policy coherence for development. *Earth System Governance*, 7, 100087. <https://doi.org/10.1016/j.esg.2020.100087>
10. Devos, J., & Chen, Z. (2022). Why we shouldn't overlook the impact of SMEs on local and global economies.
11. Dung, L. T., & Dung, T. T. H. (2024). Businesses model innovation: a key role in the internationalisation of SMEs in the era of digitalisation. *Journal of Innovation and Entrepreneurship*, 13(1). <https://doi.org/10.1186/s13731-024-00391-7>
12. Gamage, S. K. N., Ekanayake, E. M. S., Abeyrathne, G. A. K. N. J., Prasanna, R. P. I. R., Jayasundara, J. M. S. B., & Rajapakshe, P. S. K. (2020). A review of global challenges and survival strategies of small and medium enterprises (SMEs). *Economies*, 8(4). <https://doi.org/10.3390/ECONOMIES8040079>
13. Gardiner, G., Lee, D. I., Baranski, E., Funder, D. C., Beramendi, M., Bastian, B., ... Thi Thu Bui, H. (2023). The economic well-being of nations is associated with positive daily situational experiences. *Current Research in Ecological and*

- Social Psychology*, 4(June 2022). <https://doi.org/10.1016/j.cresp.2023.100088>
14. Georgakoudis, E. D., & Pechlivanidou, G. G. (2025). Sustainable Packaging Design : Packaging Optimization and Material Reduction for Environmental Protection and Economic Benefits to Industry and Society, 1–16.
15. Giakoulas, D. (2024). *Internationalisation of SMEs from a Theoretical Perspective: Challenges, Strategies and Implications*. Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-74554-6_17
16. International Monetary Fund. Asia and Pacific Dept. (2024). Financing Barriers and Performance of Micro, Small, and Medium Enterprises (MSMES). *IMF Staff Country Reports*, 2024(271), A002. Retrieved from <https://www.elibrary.imf.org/view/journals/002/2024/271/article-A002-en.xml>
17. Kahveci, E. (2025). Digital Transformation in SMEs: Enablers, Interconnections, and a Framework for Sustainable Competitive Advantage. *Administrative Sciences*, 15(3). <https://doi.org/10.3390/admsci15030107>
18. Kazlauskaitė, R., Autio, E., Gelbūda, M., & Šarapovas, T. (2015). The resource-based view and sme internationalisation: An emerging economy perspective. *Entrepreneurial Business and Economics Review*, 3(2), 53–64. <https://doi.org/10.15678/EBER.2015.030205>
19. Keelson, S. A., Cúg, J., Amoah, J., Petráková, Z., Addo, J. O., & Jibril, A. B. (2024). The Influence of Market Competition on SMEs’ Performance in Emerging Economies: Does Process Innovation Moderate the Relationship? *Economies*, 12(11). <https://doi.org/10.3390/economies12110282>
20. Kemenkeu RI. (2024). Tujuh Tahun Mendukung Usaha Mikro Bertumbuh: Evaluasi dan Tantangan. *Kementrian Keuangan RI Ditjen Perbendaharaan BLU PUSAT Investasi Pemerintah*. Retrieved from <https://pip.kemenkeu.go.id/berita/142/tujuh-tahun-mendukung-usaha-mikro-bertumbuh-evaluasi-dan-tantangan>
21. Khusaini, K., Lestari, L. W., Widiarti, A., & Suherman, A. (2022). Social Capital and Location as Determinants in Improving MSME Performance. *Jurnal Pendidikan Ekonomi Dan Bisnis (JPEB)*, 10(2), 123–136. <https://doi.org/10.21009/jpeb.010.2.3>
22. Kumar, S., & Singh, P. (2023). An Analysis of Government Support Programs for Small Business Development and Growth. *Scholedge International Journal of Business Policy & Governance*, 10(02), 8–19.
23. Maksum, I. R., Sri Rahayu, A. Y., & Kusumawardhani, D. (2020). A social enterprise approach to empowering micro, small and medium enterprises (SMEs) in Indonesia. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(3). <https://doi.org/10.3390/JOITMC6030050>
24. Mensah, I., Boohene, R., & Mensah, M. S. B. (2026). Effects of entrepreneurial networking on sustainable growth of small enterprises – the mediating role of innovation. *Benchmarking: An International Journal*, 33(1), 33–57. <https://doi.org/https://doi.org/10.1108/BIJ-04-2024-0276>
25. Ndlovu, M. N., Ndlovu, E. N., & Ebewo, P. E. (2025). The Intersection of Business Models and SME Performance: A Bibliometric Analysis of Research Trends. *Administrative Sciences*, 15(4). <https://doi.org/10.3390/admsci15040143>
26. Nugroho, M. A., Novitasari, B. T., & Timur, R. P. (2024). The Mediating Role of E-Commerce Adoption in the Relationship Between Government Support and SME Performance in Developing Countries. *International Journal of Sustainable Development and Planning*, 19(3), 1023–1032. <https://doi.org/10.18280/ijstdp.190320>
27. OECD. (2023). *OECD SME and Entrepreneurship Outlook*. OECD Publishing.
28. Offiong, U. P., Szopik-Depczyńska, K., Cheba, K., & Ioppolo, G. (2024). FinTech as a digital innovation in microfinance companies – systematic literature review. *European Journal of Innovation Management*, 27(9), 562–581. <https://doi.org/10.1108/EJIM-04-2024-0462>
29. Pedraza, J. M. (2021). The Micro, Small, and Medium-Sized Enterprises and Its Role in the Economic Development of a Country. *Business and Management Research*, 10(1), 33. <https://doi.org/10.5430/bmr.v10n1p33>
30. Perdana, E., & Syah, T. Y. R. (2023). The Effect of Social Capital and Collaborative Knowledge Creation on E-Business Proactiveness and Organizational Agility in Creating Business Sustainability. *International Journal of Applied Business ...*, 5(2), 167–186. <https://doi.org/10.35313/ijabr.v5i02.326>
31. PERMANA, D., NAWANGSARI, L. C., SISWANTI, I., KURNIASIH, A., & ARIJANTO, A. (2025). Eco-Friendly Living: Promoting Sustainable Consumption and Waste Management Among Msmes in Malaysia. In *Iccd* (Vol. 7, pp. 614–619). <https://doi.org/10.33068/iccd.v7i1.920>
32. Prabowo, I. A., & Wiwoho, J. (2025). Kemitraan UMKM-Usaha Besar: Katalisator Penguatan Ekonomi Mikro Berkelanjutan. *Social, Humanities, and Educational Studie*, 8(2), 388–400. Retrieved from

- <https://jurnal.uns.ac.id/SHES/article/view/105099/51076>
33. Pramudya, A. (2024). Mengenal Istilah SAK EMKM dan Kaitannya dengan Pengusaha Kecil.
 34. Prasannath, V., Adhikari, R. P., Gronum, S., & Miles, M. P. (2024). *Impact of government support policies on entrepreneurial orientation and SME performance. International Entrepreneurship and Management Journal* (Vol. 20). Springer US. <https://doi.org/10.1007/s11365-024-00993-3>
 35. Prayogi, W., Muda, I., & Kholis, A. (2024). Analysis of the Use of Digital Accounting in Micro, Small, and Medium Enterprises (MSMEs) in Medan, Indonesia. *International Journal of Research and Review*, 11(5), 100–111. <https://doi.org/10.52403/ijrr.20240513>
 36. Purba, M. H. Y., Sirait, N. N., Siregar, M., & Harianto, D. (2025). Unequal regulation in partnerships between MSMEs and large enterprises in Indonesia. *Problems and Perspectives in Management*, 23(1), 424–436. [https://doi.org/10.21511/ppm.23\(1\).2025.32](https://doi.org/10.21511/ppm.23(1).2025.32)
 37. Purgał-Popiela, J. (2025). Sustainability in human resource management practices used by small and medium-sized enterprises: a systematic review. *Central European Management Journal*, 33(1), 87–106. <https://doi.org/10.1108/CEMJ-03-2024-0097>
 38. Putra, F. I. F. S., Panjaitan, R., Fatmawati, E. R., & Rumanti, S. W. (2025). The power of cultural resource bricolage: Driving market performance through customer-culture theory. *Asian Management and Business Review*, 5(2), 402–419. <https://doi.org/10.20885/ambr.vol5.iss2.art10>
 39. Putra, F. P., Budi, S. P., Widodo, W., & Firmansyah. (2019). The debate of impact from government credit guarantee on business development and non-performing loan of micro and small enterprises (MSEs): A literature survey. *Academy of Accounting and Financial Studies Journal*, 23(3), 1–9.
 40. Queiroz, M. M., Fosso, S., Jose, C., Jabbour, C., & Machado, M. C. (2022). Supply chain resilience in the UK during the coronavirus pandemic: A resource orchestration perspective. *International Journal of Production Economics*, 245(January).
 41. Rangkuti, F. (2009). *Strategi Promosi yang Kreatif dan Analisis Kasus Integrated Marketing Communication*. Jakarta: PT. Gramedia Pustaka Utama.
 42. Riwanto, A., Suryaningsih, S., & Putri, D. K. (2023). Reform and Breakthrough in Business Regulations for Empowering MSMEs in Indonesia and the Netherlands. *Journal of Human Rights, Culture and Legal System*, 3(3), 513–540. <https://doi.org/10.53955/jhcls.v3i3.109>
 43. Rubedo, H., Jusuf, D. I., Hanna, A., & FR, A. P. (2024). Digital Marketing Strategies for SMEs Based on Local Wisdom in Indonesia. *PINISI Discretion Review*, 7(2), 489. <https://doi.org/10.26858/pdr.v7i2.66000>
 44. Shi, X., Prajogo, D., Fan, D., & Oke, A. (2025). Is operational flexibility a viable strategy during major supply chain disruptions? Evidence from the COVID-19 pandemic. *Transportation Research Part E: Logistics and Transportation Review*, 195. <https://doi.org/https://doi.org/10.1016/j.tre.2024.103952>
 45. Sinolungan, A. Y. R. M., & Kimbal, R. W. (2024). Factors Influencing the Income of Micro, Small, and Medium Enterprises (MSMEs) in Minahasa Regency. *International Journal of Applied Business & International Management (IJABIM)*, 9(2), 319–334. <https://doi.org/10.61132/ijema.v2i3.690>
 46. Somboonvechakarn, C., Taiphapoon, T., Anuntavoranich, P., & Sinthupinyo, S. (2022). Communicating innovation and sustainability in family businesses through successions. *Heliyon*, 8(12), e11760. <https://doi.org/10.1016/j.heliyon.2022.e11760>
 47. Sugito, Lubis, A., & Muliono, R. (2025). The Role of Local Wisdom in Increasing the Competitiveness of the Creative Economy of Ulos in North Sumatra Province Through the Green Digital Marketing Model. *Journal of Lifestyle and SDGs Review*, 5(3), e04058. Retrieved from <https://sdgsreview.org/LifestyleJournal/article/view/4058>
 48. Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*. Bandung: Alfabeta.
 49. Sullivan-Taylor, B., & Branicki, L. (2011). Creating resilient SMEs: Why one size might not fit all. *International Journal of Production Research*, 49(18), 5565–5579. <https://doi.org/10.1080/00207543.2011.563837>
 50. Suminah, S., Suwanto, S., Sugihardjo, S., & Anantanyu, S. (2020a). Determinants of micro, small, and medium-scale enterprise performers' income during the Covid-19 pandemic era, (January).
 51. Suminah, S., Suwanto, S., Sugihardjo, S., & Anantanyu, S. (2020b). Determinants of micro, small, and medium-scale enterprise performers' income during the Covid-19 pandemic era, (January).
 52. Surya, B., Menne, F., Sabhan, H., Suriani, S., Abubakar, H., & Idris, M. (2021a). Economic growth, increasing productivity of smes, and open innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 1–37.

<https://doi.org/10.3390/joitmc7010020>

53. Surya, B., Menne, F., Sabhan, H., Suriani, S., Abubakar, H., & Idris, M. (2021b). Economic growth, increasing productivity of smes, and open innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 1–37. <https://doi.org/10.3390/joitmc7010020>
54. Susiang, M. I. N. (2024). Dynamic Capabilities, Resources, and Social Capital in Creating Sustainable Competitive Strategies in Indonesian MSME. *International Journal of Business, Law, and Education*, 5(1), 1033–1045. <https://doi.org/10.56442/ijble.v5i1.499>
55. Tambunan, T. T. H. (2021). Indonesian MSMEs and their access to financing. *International Research Journal of Social Sciences*. Retrieved from www.isca.me
56. Tambunan, T. T. H. (2022). Recent Development of Micro, Small and Medium Enterprises in Indonesia. *International Journal of Social Sciences and Management Review*, 06(01), 193–214. <https://doi.org/10.37602/ijssmr.2022.6112>
57. Undang-Undang Republik Indonesia Nomor 20 Tahun. (2008). Undang-Undang Republik Indonesia Nomor 20 Tahun 2008, (1).
58. Yousuf, A., Haddad, H., Pakurár, M., Kozlovskiy, S., Mohylova, A., Shlapak, O., & János, F. (2019). The effect of operational flexibility on performance: A field study on small and medium-sized industrial companies in Jordan. *Montenegrin Journal of Economics*, 15(1), 47–60. <https://doi.org/10.14254/1800-5845/2019.15-1.4>
59. Yuliana, S., Fatmala, E., Adiansyah, N. P., Haryadi, D., & Wahyudi, W. (2024). Operating costs and profitability to company value. *International Journal of Applied Finance and Business Studies*, 11(4), 928–934. <https://doi.org/10.35335/ijafibs.v11i4.247>
60. Zangana, H., Natheer Yaseen Ali, & Ayaz khalid Mohammed. (2024). Navigating the Digital Marketplace: A Comprehensive Review of E-Commerce Trends, Challenges, and Innovations. *TIJAB (The International Journal of Applied Business)*, 8(1), 88–103. <https://doi.org/10.20473/tijab.v8.i1.2024.54618>