

TEMPLATE Jurnal Comparative 2022 FIX.pdf

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Submission date: 30-Apr-2025 11:10AM (UTC-0400)

Submission ID: 2623811415

File name: TEMPLATE_Jurnal_Comparative_2022_FIX.pdf (351.77K)

Word count: 5873

Character count: 35164

The Influence of Innovation, Risk-Taking, Digital Marketing, Entrepreneurial Knowledge, and Entrepreneurial Motivation on the Business Success of Coffee Angkringan MSMEs in Jember Regency

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ABSTRACT

The rapid growth of coffee angkringan micro, small, and medium enterprises (MSMEs) in Jember Regency reflects the increasing interest of young entrepreneurs in traditional yet dynamic food and beverage businesses. However, their success is influenced by various internal factors that require further exploration. This study aims to analyze the influence of innovation, risk-taking, digital marketing, entrepreneurial knowledge, and motivation on the business success of coffee angkringan MSMEs in Jember. The research employed a quantitative descriptive approach using a multiple linear regression model. Data were collected from 112 angkringan MSME respondents through questionnaires, and analyzed using SPSS 20. The findings show that only the risk-taking variable has a significant positive effect on business success, while innovation, digital marketing, entrepreneurial knowledge, and motivation do not show significant effects. These results indicate that strategic risk-taking plays a more critical role in determining business success compared to other internal factors.

Keywords: Innovation; Risk-Taking; Digital Marketing; Entrepreneurial Motivation; Business Success.

DOI:
10.31000/combis.v4i2.xxxx

Article History:
Received
Reviewed
Revised
Accepted

Introduction

Entrepreneurship involves utilizing personal abilities and recognizing opportunities to establish a business. Many individuals turn to entrepreneurship due to rising unemployment and the difficulty of finding suitable jobs. In Indonesia, Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in driving local economic growth and employment. As the majority of the economy is comprised of MSMEs, their development is vital for poverty reduction and addressing income inequality. In Jember Regency, particularly in the Summersari area, coffee angkringan businesses small street-side stalls selling food and beverages have begun to emerge as an accessible form of entrepreneurship due to low capital requirements and consistent demand. However, amid increasing competition from modern coffee shops and franchises, these MSMEs face significant challenges in sustaining growth, especially due to limited innovation, weak digital marketing adoption, and low entrepreneurial knowledge and motivation. Therefore, strengthening innovation, risk-taking behavior, digital strategies, and entrepreneurial competence is essential for enhancing the success and sustainability of coffee angkringan MSMEs in Jember.

Indonesia has experienced notable fluctuations in unemployment over the past few years, especially following the impact of the COVID-19 pandemic, which caused many businesses to shut down or downsize. As the economy slowly recovered, national unemployment rates began to decline steadily, reflecting gradual improvements in the labor market. In East Java and particularly in Jember Regency, similar trends occurred, with significant drops in unemployment rates from the peak of the pandemic to 2023 (Bagus Yurico, Feeti Fatimah, 2022). However, limited formal job opportunities continue to push communities especially in areas like Summersari, Jember to pursue alternative income sources through entrepreneurship. One growing solution is the rise of MSMEs, particularly "angkringan" street stalls offering affordable food and beverages (Mubarok, Sari, Wibowo, 2025). These businesses not only serve the community's social habits, such as students and youth gathering to socialize, but also contribute to local employment (Darwinto, Idahlia Amelia, 2025). The strong involvement of youth and the broader community, supported by social media and innovation, positions angkringan as a key driver of Jember's creative economy and post-pandemic recovery.

Business success is significantly influenced by entrepreneurial competence, which refers to the entrepreneur's ability to sustain and grow their venture by leveraging knowledge, skills, attitudes, and behaviors particularly in risk-taking. A successful entrepreneur typically

demonstrates a combination of individual qualities, such as motivation and values, that enable them to perform effectively in various entrepreneurial activities. Innovation plays a key role in this process. (Abu (2020) defines innovation as the tendency to support original and creative ideas in developing or modifying products, while (Widjaja, 2021) views it as the transformation of existing opportunities into marketable new ideas. In terms of risk-taking, (Suryana, 2020) emphasizes that calculated risk-taking is a vital entrepreneurial trait, where the courage to face potential losses is influenced by the attractiveness of alternatives and preparedness for outcomes. (Bezzina, 2020), citing Delmar, notes that entrepreneurs are more inclined to take risks in domains where they possess expertise and control. In the digital era, digital marketing particularly through social media has become essential. Social media marketing facilitates strategic engagement and interaction, and according to (Riyadh, & Adam, 2022), it positively affects brand image, which in turn fosters trust, loyalty, and business success. Finally, entrepreneurial knowledge, as described by (Olivia & Nuringsih., 2022), encompasses an individual's understanding of innovative and creative traits necessary for identifying opportunities, solving business problems, and ultimately creating mutual value for both the entrepreneur and consumers.

Universities play an important role in enhancing entrepreneurial knowledge, particularly by integrating entrepreneurship courses into the curriculum, as seen at Universitas Muhammadiyah Jember through its Faculty of Economics and Business (Feti Fatimah et al., 2025). These efforts aim to build students' awareness and practical skills in entrepreneurship. Entrepreneurial motivation is also a key factor influencing one's intention to start and sustain a business, affecting innovation and overall performance (Srimulyani, & Hermanto, 2021). (M.Jailani, 2021) describes it as a psychological drive that encourages entrepreneurial behavior, while Bhandari highlights factors like personal challenge, autonomy, and leadership as motivators. Internal resources and individual capabilities are crucial for MSME growth. Business success, according to (Sarwo Handoyo *et al.*, 2023), depends on the entrepreneur's consistency, confidence, and dedication.

The purpose of this study is to examine the influence of innovation, risk-taking, digital marketing, entrepreneurial knowledge, and entrepreneurial motivation on the business success of coffee angkringan MSMEs in Jember Regency. This research aims to identify which factors most significantly contribute to the sustainability and growth of these small businesses, especially in the face of increasing market competition and digital transformation. By understanding these relationships, the study seeks to provide insights and practical

recommendations for local entrepreneurs and stakeholders to enhance the performance and resilience of MSMEs in the region.

Literature Review

The Influence of Innovation on Business Success

Innovation is defined as the entrepreneur's ability to develop products or services by identifying opportunities and applying existing technologies to enhance business performance (Aurel Lai, 2023). Innovation plays a crucial role in creating uniqueness and adopting new ideas, which can increase customer satisfaction. According to the Theory of Planned Behavior (TPB) by Ajzen, innovation implementation is influenced by intentions, attitudes, and perceived control. This theory helps explain how entrepreneurs' willingness to adopt innovation impacts business success, especially for MSMEs. Research by Hari Susanto (2020) confirms that innovation has a positive effect on business success.

H1: Innovation (X1) has a positive influence on Business Success (Y).

The Influence of Risk-Taking on Business Success

Risk-taking, as a core entrepreneurial value, involves the willingness to face calculated uncertainties for potential gain. Suryana in (Erlina Victoria, 2023) states that such courage depends on one's readiness to bear losses and strive for success. According to entrepreneurial theory and Prospect Theory by Kahneman and Tversky, entrepreneurs must be willing to face uncertainty even when others avoid risks. (Woen & Santoso, 2021) found that calculated business risk-taking positively influences entrepreneurial success.

H2: Risk-Taking (X2) has a positive influence on Business Success (Y).

The Influence of Digital Marketing on Business Success

Digital marketing refers to the use of internet-based tools, including social media, to promote products (Mulyansyah, dan Sulistyowati, 2021). In the digital era, this marketing strategy is especially vital for small businesses to expand their reach and reduce costs. Using TPB, consumer behavior in digital marketing is shaped by attitudes, social norms, and perceived behavioral control. Studies by (Wiranata, Prayoga, et al 2021) show that digital marketing significantly enhances business success by increasing visibility, efficiency, and targeting.

H3: Digital Marketing (X3) has a positive influence on Business Success (Y).

The Influence of Entrepreneurial Knowledge on Business Success

Entrepreneurial knowledge refers to one's understanding of innovative and creative characteristics needed to recognize and seize business opportunities (Olivia, M., & Nuringsih,

2022). Based on TPB, behavior is shaped by past experiences and attitudes, which are influenced by knowledge. This cognitive aspect plays a key role in decision-making and business planning. Research (Asri, 2022) supports the positive link between entrepreneurial knowledge and business success, highlighting the need for informed strategies and problem-solving skills.

H4: Entrepreneurial Knowledge (X4) has a positive influence on Business Success (Y).

The Influence of Entrepreneurial Motivation on Business Success

Entrepreneurial motivation is the internal or external drive to innovate and start a business, helping individuals shape their future (Cyndy & Kurniawan, 2022). According to TPB, motivation is influenced by subjective norms and perceived support, where individuals are more likely to act if they believe their actions are positively valued and socially supported. Research by (Khasanah et al., 2023), confirms that motivation strongly influences business success by encouraging persistence and commitment.

H5: Entrepreneurial Motivation (X5) has a positive influence on Business Success (Y).

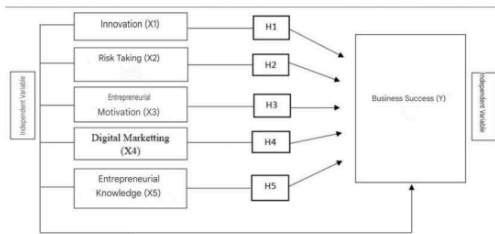


Figure 1. Conceptual Research

Methods

The research method used in this study is a quantitative descriptive method, which focuses on numerical data to objectively analyze the influence of innovation, risk-taking, digital marketing, entrepreneurial knowledge, and entrepreneurial motivation on business success (Sugiyono, 2019). The identification of variables follows theoretical foundations such as the Theory of Planned Behavior (TPB) to ensure that the relationships among constructs are clearly defined and measurable. This study involves five independent variables (X1–X5) and one dependent variable (Y). Each variable is operationalized with specific indicators derived from established literature to guide data collection and interpretation (Sugiyono, 2018). The population of this study consists of all coffee angkringan MSMEs located in Sumbersari District, Jember, totaling 112 businesses. This area was selected due to its

growing economic activity and concentration of MSMEs. Given the manageable population size, the sampling technique used is total sampling, in which the entire population is used as the research sample. Therefore, the research sample includes all 112 coffee angkringan business units in the area (Sugiyono, 2021).

Data collection relies on primary data obtained through questionnaires, structured interviews, and documentation. The questionnaire is used to standardize the responses across all respondents, ensuring consistency and comparability. Interviews are conducted directly at the MSME business sites to gather in-depth insights, while documentation helps verify and support the primary findings. The use of these three techniques allows for comprehensive data triangulation. All data collected are analyzed using SPSS version 27, and descriptive analysis is employed to examine the frequency distributions and response patterns for each item (Ghozali, 2018). This research design is expected to provide valid empirical evidence on the key factors influencing the business success of MSME coffee angkringan in Jember, with implications for entrepreneurship development in similar contexts.

Result and Discussion

Table 1. Respondent Characteristics

Column 1	Column 2	Column 2
Abcde1	0.xxx	0.xxx
Abcde2	0.yyy	0.yyy
Abcde3	0.zzz	0.zzz

Source : Processed Data (2025)

Based on Table 1. on Respondent Characteristics, the study reveals a diverse demographic profile among coffee angkringan MSME entrepreneurs in Jember Regency, particularly in terms of age, education level, and business experience. The majority of respondents are young adults aged 21–30, indicating that the sector is largely driven by a younger generation of entrepreneurs, although older age groups remain actively involved. In terms of education, most respondents have completed high school, reflecting that formal higher education is not a prerequisite for engaging in this business, although those with diplomas and university degrees also participate, contributing academic insight into business operations. Regarding business experience, most respondents have operated their angkringan for 1–3 years, with a considerable portion being newcomers and others having more than three years of experience, suggesting a dynamic business cycle within the sector.

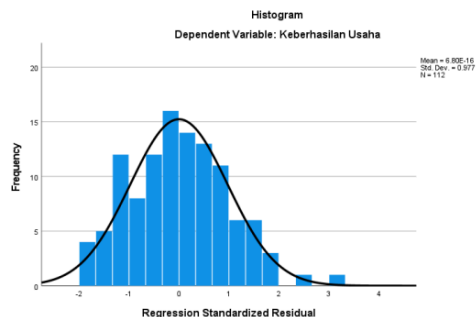


Figure 2. Histogram Normality Test

Based on Figure 2 the histogram of residual distribution displays a pattern that closely approximates a normal distribution, with a symmetrical frequency spread around a mean value of zero. The curve overlaid on the histogram further supports that the residuals follow a reasonably normal distribution. This is reinforced by a Mean value of 6.80E-16 and a Standard Deviation of 0.977, indicating minimal deviation from normality. Therefore, it can be concluded that the normality assumption in the regression analysis has been met, allowing for more accurate testing of the relationships between variables within the regression model.

Table 2. Kolmogorov-Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			112
Normal Parameters ^{a,b}			
	Mean		.0000000
	Std. Deviation		2.17209219
Most Differences	Extreme Absolute		.056
	Positive		.056
	Negative		-.043
Test Statistic			.056
Asymp. Sig. (2-tailed) ^c			.200 ^d
Monte Carlo Sig. (2-Sig. tailed) ^e			.524
	99% Confidence Interval		
	Lower Bound		.511
	Upper Bound		.536

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

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

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source : SPSS27 (2025)

Based on the results of the One-Sample Kolmogorov-Smirnov Test, the Asymp. Sig. (2-tailed) value of 0.200 indicates that the regression model's residuals are normally distributed. Since the significance value is greater than 0.05, there is no significant difference between the observed residual distribution and a normal distribution. Additionally, the Monte Carlo Sig. value of 0.524 further confirms the normality assumption. Therefore, the regression analysis meets the normality requirement, allowing for valid interpretation of the relationships between variables.

Table 3. Multicollinearity Test

Model	Coefficients ^a			t	Sig.	Collinearity Statistics	
	Unstandardized Coefficients	Std. Error	Standardized Coefficients			Tolerance	VIF
1 (Constant)	6.201	.822		7.544	.000		
Inovasi	.164	.157	.237	1.044	.299	.055	1.272
Pengambilan Resiko	.542	.087	.736	6.202	.000	.203	1.274
Digital Marketing	-.103	.151	-.149	-.682	.497	.060	1.783
Pengetahuan Wirausaha	-.117	.071	-.172	-1.656	.101	.264	1.794
Motivasi	.108	.080	.183	1.345	.181	.155	1.450

a. Dependent Variable: Keberhasilan Usaha

Source : SPSS27 (2025)

Based on the multicollinearity test results in Table 3, all variables show VIF values below 10 and Tolerance values above 0.10, indicating that multicollinearity is not present in the regression model. The highest VIF values are found in Entrepreneurial Knowledge (1.794) and Digital Marketing (1.783), but these remain within acceptable limits. Other variables, such as Innovation (1.272), Risk-Taking (1.274), and Motivation (1.450), also exhibit low VIF values, suggesting no strong linear relationships among the independent variables. Therefore, the regression model fulfills the assumption of no multicollinearity, allowing for more accurate and reliable interpretation of the variable relationships.

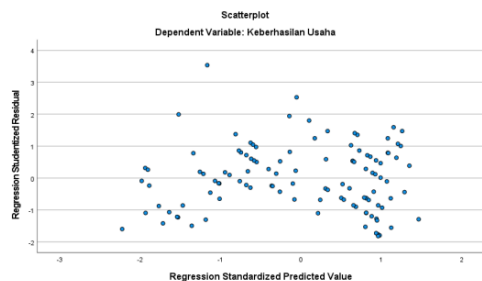


Figure 3. Histogram Normality Test

Based on Figure 3, the residual points are randomly scattered without forming any specific pattern and are evenly distributed around the zero axis. This indicates that the residual variance is consistent across all levels of predicted values, meaning there is no heteroscedasticity in the regression model. Therefore, the assumption of homoscedasticity in linear regression is met, ensuring that the regression results are valid and unbiased in interpreting the relationship between the independent and dependent variables. The model can thus be used reliably for further analysis without adjustments for heteroscedasticity.

Table 4. t Test

Model	Coefficients ^a		Standardized Coefficients	t	Sig.
	Unstandardized Coefficients	Std. Error			
1 (Constant)	6.201	.822		7.544	.000
Inovasi	.164	.157	.237	1.044	.299
Pengambilan Resiko	.542	.087	.736	6.202	.000
Digital Marketing	-.103	.151	-.149	-.682	.497
Pengetahuan Wirausaha	-.117	.071	-.172	-1.656	.101
Motivasi	.108	.080	.183	1.345	.181

a. Dependent Variable: Keberhasilan Usaha

Source : SPSS27 (2025)

Based on Table 4, the results of the t-test analysis show that among the five independent variables, only Risk-Taking (X2) has a significant influence on Business Success (Y), while the others Innovation (X1), Digital Marketing (X3), Entrepreneurial Knowledge (X4), and Motivation (X5) do not show statistically significant effects. Below is a brief explanation of each variable in order:

1. Innovation (X1):

Innovation shows no significant effect on business success, with a t-value of 1.044 and a significance level of 0.299. This indicates that the innovations implemented by coffee angkringan MSMEs in Jember are not yet strong or impactful enough to influence their business outcomes.

2. Risk-Taking (X2):

This variable has the most significant influence on business success, with a t-value of 6.202 and a significance level of 0.000. The findings suggest that entrepreneurs who are more willing to take calculated risks are more likely to improve their business performance, especially in making bold decisions like product expansion or market exploration.

3. Digital Marketing (X3):

Digital marketing is not statistically significant, with a t-value of -0.682 and a significance level of 0.497. This suggests that current digital marketing strategies used by angkringan businesses are not yet effective in enhancing their business success.

4. Entrepreneurial Knowledge (X4):

Entrepreneurial knowledge does not significantly affect business success, with a t-value of -1.656 and a significance level of 0.101. While business owners may have a basic understanding of entrepreneurship, it appears insufficient to make a direct impact without practical implementation.

5. Motivation (X5):

Motivation also shows no significant effect, with a t-value of 1.345 and a significance level of 0.181. Although motivation is an important internal driver, it alone does not guarantee business success without being supported by clear planning and strategy.

Table 5. F Test

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1203.581	5	240.716	48.723	.000 ^b
	Residual	523.696	106	4.941		
	Total	1727.277	111			

a. Dependent Variable: Keberhasilan Usaha

b. Predictors: (Constant), Motivasi, Digiital Marketing, Pengetahuan Wirausaha, Pengambilan Resiko, Inovasi

Source : SPSS27 (2025)

Based on the results in Table 5, the F-value of 48.723 with a significance level of 0.000 (< 0.05) indicates that the five independent variables collectively have a significant effect on Business Success (Y). This means that innovation, risk-taking, digital marketing, entrepreneurial knowledge, and motivation together play an important role in enhancing the success of coffee angkringan MSMEs in Jember Regency. The Regression Sum of Squares (1203.581) being substantially greater than the Residual Sum of Squares (523.696) further confirms that the majority of the variation in business success is explained by the regression model, suggesting that the model is appropriate and effectively represents the relationship between the independent and dependent variables.

Table 6. Coefficient of Determination R²

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.835 ^a	.697	.683	2.22273

a. Predictors: (Constant), Motivasi, Digital Marketing, Pengetahuan Wirausaha, Pengambilan Resiko, Inovasi

Source : SPSS27 (2025)

Based on Table 6, the R Square (R²) value of 0.697 indicates that 69.7% of the variation in business success can be explained by the variables of innovation, risk-taking, digital marketing, entrepreneurial knowledge, and motivation, while the remaining 30.3% is influenced by other factors not included in this study. The Adjusted R Square value of 0.683 confirms that the model remains strong even after adjusting for the number of independent variables. Additionally, the R value of 0.835 suggests a strong correlation between the independent variables and the success of coffee angkringan MSMEs in Jember. Overall, these results demonstrate that the examined factors significantly contribute to business success, although other external variables may also play a role.

1. The Influence of Innovation on the Business Success of Coffee Angkringan MSMEs in Jember Regency

The regression analysis reveals that the Innovation variable (X1) has a coefficient of 0.164 and a significance value of 0.299 (>0.05), indicating that innovation does not significantly affect the business success of coffee angkringan MSMEs in Jember. Although innovation is often seen as a key driver in business, in this context, it remains insufficient to bring about substantial improvements. This could be because the innovations made are still

basic, such as slight menu variations or minor layout changes, which do not fundamentally change operational performance (Laurens & Kohardinata, 2021).

Compared to more competitive urban areas like Bandung or Surabaya, where innovation is driven by market pressure, in Jember, consumer habits still favor price and comfort over novelty. Furthermore, many angkringan entrepreneurs lack the resources to implement advanced innovations, focusing more on survival than digital transformation. As such, while innovation remains important, Jember's angkringan MSMEs require more strategic, integrated, and supported innovation efforts to yield measurable impact on business success.

2. The Influence of Risk-Taking on the Business Success of Coffee Angkringan MSMEs in Jember Regency

The Risk-Taking variable (X2) has a coefficient of 0.542 and a significance value of 0.000, demonstrating a strong and significant influence on business success. This suggests that the willingness of MSME owners to make bold and strategic decisions plays a central role in achieving better performance. Entrepreneurs who engage in risk-taking strategies—such as business expansion, introducing new products, or investing in digital tools—tend to outperform those who stick to conservative approaches (Utari & Yusrik, 2021).

Risk-taking reflects a readiness to face business uncertainty, especially in a competitive industry like coffee angkringan. From launching new branches to implementing modern service concepts, entrepreneurs who embrace risk are better positioned for growth. However, such risks must be calculated and supported by strategic planning. In Jember, where the business environment is still growing, the ability to take well-managed risks proves essential to sustain and scale a coffee angkringan enterprise.

3. The Influence of Digital Marketing on the Business Success of Coffee Angkringan MSMEs in Jember Regency

The Digital Marketing variable (X3) yields a coefficient of -0.103 and a significance value of 0.497, indicating no significant impact on business success. Surprisingly, digital marketing, which is often seen as crucial in modern business, appears underutilized in this context. Most coffee angkringan MSMEs in Jember still rely on traditional promotion methods and lack the skills to implement targeted digital strategies effectively (Sari et al., 2022).

The ineffectiveness may stem from weak digital literacy and misalignment with customer behavior. Angkringan customers often prefer physical presence and experience over online engagement. This contrasts with other industries where online ordering and social media promotions are standard. Therefore, although digital marketing holds potential, its real

impact will depend on how well it is adapted to local business models and customer preferences in Jember.

4. The Influence of Entrepreneurial Knowledge on the Business Success of Coffee Angkringan MSMEs in Jember Regency

Entrepreneurial Knowledge (X4) has a regression coefficient of -0.117 with a significance of 0.101, indicating an insignificant impact on business success. This suggests that while business owners may have theoretical knowledge, it is not yet effectively translated into business practices. The gap between theory and application remains wide, especially among small-scale entrepreneurs who operate without structured management systems (Dewi, 2022).

Entrepreneurs in this sector rely more on experience and intuition than formal business planning. Many lack access to advanced training or business support services, making it difficult to implement what they know. As a result, despite the value of entrepreneurial knowledge, it has not become a key success factor in Jember's coffee angkringan sector. More practical training and mentoring are needed to bridge the gap between knowledge and execution.

5. The Influence of Motivation on the Business Success of Coffee Angkringan MSMEs in Jember Regency

The Motivation variable (X5) has a coefficient of 0.108 with a significance value of 0.181, indicating no significant impact on business success. Although motivation is often regarded as a core entrepreneurial trait, it appears insufficient on its own to drive success in Jember's angkringan context. Without access to capital, training, or market opportunities, highly motivated individuals may struggle to grow their businesses (Wanti et al., 2022).

Motivation must be paired with actionable strategies and external support to translate into business gains. In Jember, factors like location, customer demand, and competition play a greater role in determining success than internal drive alone. Therefore, entrepreneurs need structured guidance to convert motivation into practical business development efforts, supported by policy and community resources.

6. The Combined Influence of Innovation, Risk-Taking, Digital Marketing, Entrepreneurial Knowledge, and Motivation

Among the five variables tested, only Risk-Taking shows a significant influence on the success of coffee angkringan MSMEs in Jember. Entrepreneurs willing to take strategic risks such as entering new markets or introducing bold business models are more likely to thrive. This finding underscores the importance of agility and courage in a competitive and dynamic

environment. Meanwhile, Innovation, Digital Marketing, Entrepreneurial Knowledge, and Motivation did not yield significant effects, possibly due to the traditional nature of angkringan businesses and limited resource access.

In Jember, most angkringan entrepreneurs still depend on familiar business models, and while innovation and digital tools have potential, they remain underutilized. Knowledge and motivation alone are not enough unless paired with practical execution and strategic planning. Thus, success in this sector relies heavily on risk management, adaptability, and real-time responses to market conditions rather than theoretical understanding or internal drive alone.

Conclusion and Suggestion

Based on the findings of this study, the business success of coffee angkringan MSMEs in Jember Regency is primarily influenced by the factor of risk-taking, rather than by innovation, digital marketing, entrepreneurial knowledge, or motivation. Among the five independent variables analyzed through multiple linear regression, only risk-taking (X2) had a statistically significant impact on business success (Y), with a regression coefficient of 0.542 and a significance value of 0.000. This indicates that entrepreneurs who demonstrate the courage to make bold business decisions such as expanding operations or adjusting products and prices—are more likely to achieve success. In contrast, innovation (X1), digital marketing (X3), entrepreneurial knowledge (X4), and motivation (X5) all showed insignificant effects, suggesting that these variables, while relevant, are not yet being effectively implemented or aligned with the specific needs of the angkringan business model in Jember. This finding emphasizes the importance of strategic risk-taking in navigating the competitive food and beverage sector at the micro-enterprise level.

While innovation is often associated with enhancing competitiveness, it showed no significant effect in this study, possibly because angkringan consumers prioritize affordability and ambiance over novel features. Digital marketing was also not impactful, likely due to poor execution and limited digital skills among business owners. Similarly, entrepreneurial knowledge and high motivation alone were insufficient to drive success, especially when not supported by clear strategies and external resources. The adjusted R Square of 0.683 shows that 68.3% of the variance in business success can be explained by the five tested variables, with the rest influenced by other unexamined factors. These results suggest that while risk-taking is the strongest determinant, improving other areas such as innovation, digital literacy, and business knowledge remains essential for long-term competitiveness. To support this,

local governments should offer targeted training and funding access, educational institutions can provide applied entrepreneurship programs, and future research should explore variables like customer loyalty, financial management, and long-term digital transformation strategies in micro-enterprises.

Acknowledgement

I would like to express my sincere gratitude to all parties who have supported and contributed to the completion of this research, especially to the coffee angkringan MSME entrepreneurs in Jember Regency for their time and valuable insights, the academic advisors for their guidance, and my family and friends for their continuous encouragement throughout the research process.

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