

## **The Influence Of Business Strategy, Environmental Management, On Competitive Advantage Mediated By Innovation In Eco-Friendly Culinary Umkm In Yogyakarta City**

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### **ABSTRACT**

This study examines and analyzes the effect of Business Strategy, Environmental Management, on the Competitive Advantage of Eco-friendly Culinary MSMEs mediated by Innovation. The research method uses a quantitative approach with a sample of 122 respondents. The analysis tool uses Smart-PLS. The results in this study indicate that, Business Strategy has a positive and significant effect on Competitive Advantage; Environmental Management has a positive and significant effect on Competitive Advantage; Business Strategy has a positive and significant effect on Innovation; Environmental Management has a positive and significant effect on Innovation; Innovation has a positive and significant effect on Competitive Advantage. Then, Business Strategy has a positive and significant effect on Competitive Advantage mediated by Innovation; and Environmental Management has a positive and significant effect on Competitive Advantage mediated by Innovation. Based on the results of this study, it can be interpreted that the owners and managers of Culinary MSMEs have implemented business strategies that are more efficient and effective to make the latest products and can be enjoyed by consumers of Culinary MSMEs in Yogyakarta City. In addition, MSMEs have also implemented waste management generated from business activities and collaborated with local communities, then also implemented process innovation in an effort to prevent environmental pollution to increase competitive advantage.

**Keywords:** Business Strategy, Environmental Management, Innovation, Competitive Advantage

## INTRODUCTION

The development of the number of Micro, Small and Medium Enterprises (MSMEs) is increasing from year to year. This is evidenced by data from Bappeda DIY in 2022, the number of MSMEs for the Ekraf sector (Fashion, Crafts and Culinary) in the Yogyakarta City area is 997 MSME units, which originally amounted to 890 MSME units in 2021 (Bappeda DIY, 2022). Culinary MSMEs are one of the MSMEs whose development is very rapid in the Yogyakarta City area. The development of businesses in the culinary field is characterized by a variety of unique foods, culinary tours and culinary trends. Seeing the very rapid development of the number of culinary MSMEs makes a challenge for MSMEs to remain standing in the midst of business competition. In facing these challenges, culinary MSME business actors must be able to present quality products, disciplined performance, focus, be creative, innovative, be able to see opportunities and take risks.

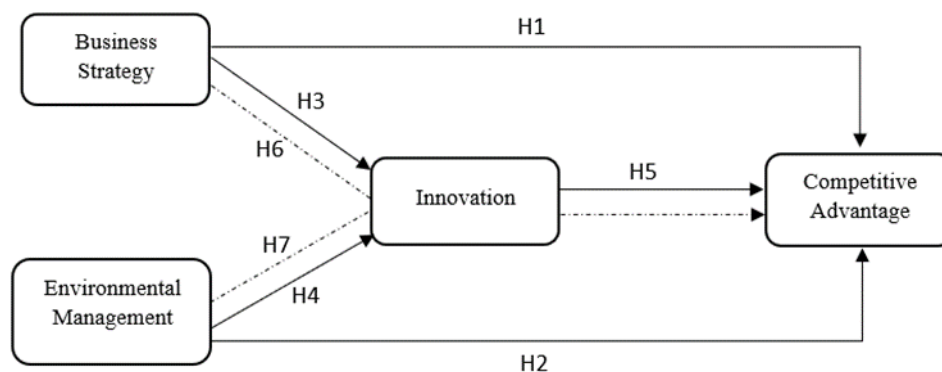
The challenges faced by MSME actors, apart from business competition, are environmental issues that make MSME actors have to contribute to preserving the environment (Greenpeace, 2021). According to the Director of the Center of Economic and Law Studies, MSMEs that have products with a focus on environmental issues in the future will have a wide market share. This statement is based on the current trend, namely that consumers are increasingly inclined to want products that are in line with environmental issues. Some companies have begun to implement environmental management to address environmental issues. This can assist companies in creating an integrated mechanism in improving environmental performance in a sustainable manner, so that adverse environmental impacts can be reduced.

Fatchuroji et al. (2020) state that corporate strategy is implemented to create a competitive advantage. In an effort to win the increasingly fierce competition like today, companies must be able to create product innovations that suit market needs (Anisa, 2021). Innovation is seen as one of the values that creates core capabilities that drive market orientation behavior (Jasmani, 2018). The ability of management to recognize its competitors will help and explore various information about what and how competitors do business and the strategy model implemented, so that management can be sure that whatever strategies and activities the company carries out are not preceded by its competitors.

The importance of business strategy in competitive advantage is supported by research conducted (Farida & Setiawan, 2022) which states that business strategy planning carried out by MSMEs is formal business strategy planning, where the implementation of increasingly formal business strategy planning can improve the performance of MSMEs and be able to provide competitive advantages for MSMEs. According to (Siswoyo et al., 2020), environmental management is the management of a company that saves energy and natural resources, minimizes environmental problems due to company activities, and protects the environment. Environmental problems attract a lot of attention from companies to society. This situation is an opportunity for companies to increase competitiveness (Novita, 2021). Previous research conducted by (Pusung et al., 2023) innovation is the key to company performance and innovation capability has a significant effect on product quality and operational performance. This is also supported by (Satwika & Dewi, 2018) in his research stating that innovation has a positive and significant effect on competitive advantage. In contrast to the results of research by (Harwiki & Malet, 2020) which states that product innovation has a negative effect on competitive advantage.

Based on the research above, there are still differences in research results so that further research still needs to be done to prove the effect of innovation on competitive advantage. Then, in research by (Siswoyo et al., 2020) where environmental management only affects competitive advantage and no direct effect of environmental management on innovation has been found. In addition, the application of environmental management has not been widely applied in the MSME environment but in large-scale companies. The existence of research gaps that have been described previously, shows that there are still research gaps that researchers still have to do further.

## Framework



## Hypothesis

The hypotheses in this study are as follows:

- H1 : Business Strategy has a positive and significant effect on Competitive Advantage
- H2 : Environmental Management has a positive and significant effect on Competitive Advantage
- H3 : Business Strategy has a positive and significant effect on Innovation
- H4 : Environmental Management has a positive and significant effect on Innovation
- H5 : Innovation has a positive and significant effect on Competitive Advantage
- H6 : Business Strategy has a positive and significant effect on Competitive Advantage mediated by Innovation.
- H7 : Environmental Management has a positive and significant effect on Competitive Advantage mediated by Innovation.

## METHODS

This research is causal research, examining the cause-and-effect relationship between two or more variables (Sekaran & Bougie, 2016). The type of research design used in this research is survey research. Survey research is research that collects information from a sample by asking through questionnaires or interviews so that later it describes various aspects of the population (Sekaran & Bougie, 2016).

### Sample

The population in this study were all Eco-friendly Culinary MSMEs in Yogyakarta City. Sampling was carried out using a non-probability sampling method, namely a sampling technique that does not provide equal opportunities for each member of the population to be selected as a sample with a purposive sampling technique, namely a sample collection technique based on certain considerations (Sekaran & Bougie, 2016).

### Data Collection

The data collection technique used in this research is to provide a questionnaire containing statements about the research variables. The data were analyzed by descriptive statistical analysis and quantitative analysis with the help of SmartPLS 4.1.0.3 The questionnaire used in this study consists of four variables measured by 12 indicators.

## Data Analysis Technique

### Descriptive Analysis

Descriptive statistics provide an overview or description of data seen from the average value, standard deviation, variance, maximum, minimum, sum, range, kurtosis and skewness or slope (Ghozali, 2021).

### Quantitative Analysis

The analysis technique in this study uses the PLS technique which is carried out in two stages, namely:

#### 1. Outer Model Test

Evaluation of the measurement model or outer model is carried out to assess the validity or reliability of the model.

##### a. Convergent Validity

Convergent validity is the value of the loading factor on the latent variable and its indicators. The expected value is  $> 0.7$  (Hair et al., 2024).

##### b. Discriminant Validity

Discriminant validity is obtained from the cross loading factor value of each instrument in the study, by comparing the loading value of the target variable which must be greater than the loading value with other variables (Hair et al., 2024).

##### c. Average Variance Extracted (AVE)

Validity can also be tested by looking at the average variance extracted (AVE) value, which is expected to be  $> 0.5$  according to Hair et al. (2024)

##### d. Composite Reliability

A variable can be said to meet the composite reliability requirements if it has a composite reliability value  $> 0.6$  (Hair et al., 2024).

##### e. Cronbach Alpha

A construct or variable is said to be reliable if it provides an alpha ( $\alpha$ ) value  $>$  from 0.7 (Hair et al., 2024).

#### 2. Inner Model Test

Inner model analysis, or structural analysis, aims to predict the relationship between latent variables. Testing the structural model includes three stages: multicollinearity test, hypothesis testing, and testing the effect of direct (f-square) and indirect (upsilon-v) variables (Hair et al., 2024).

##### a. Model Fit Test

PLS is a variance-based SEM analysis that focuses on model theory testing and prediction studies. Therefore, measures such as R square, Q square, SRMR, and PLS predict were developed to assess model acceptance (Hair et al., 2024)

##### 1) R Square Test

The R square value shows how much variation in endogenous variables is explained by the independent variables in the model. According to (Hair et al., 2024), R square is said to be large if  $> 0.75$ , medium if  $> 0.50$ , and low if  $> 0.25$ .

##### 2) Q Square Test

Q square measures prediction accuracy in an educational context, showing how well exogenous and endogenous variables predict the dependent variable. Q square is used in PLS to evaluate the validity of the model. Q square values above 0 indicate predictive

relevance. Interpretation of Q square values: 0 (low influence), 0.25 (moderate influence), and 0.50 (high influence) (Hair et al., 2024).

### 3) SRMR Test

SRMR (Standardized Root Mean Square Residual) describes the difference between the correlation matrix of the measured data and the estimated model. According to Hair et al. (2024), an SRMR value of less than 0.08 indicates that the model fits. However, according to Schermelleh-Engel et al. (2003), SRMR between 0.08 and 0.10 is still acceptable as an adequate model.

### 4) PLS Predict Test

PLS predict is used to measure the predictive power of PLS. The PLS model is considered good if the RMSE (Root Mean Squared Error) or MAE (Mean Absolute Error) is lower than the linear regression model. If all measurement items in the PLS model have lower RMSE and MAE, the PLS model has high predictive power. If most measurement items have lower RMSE and MAE, the PLS model has medium predictive power.

### b. Hypothesis Test

The purpose of the structural model test is to see the correlation between constructs measured through the t test from partial least square, by observing the R-Square value which shows the influence between variables. Furthermore, the estimated path coefficient obtained by bootstrapping is significant if the t-statistic  $> 1.97$  (5% significance level) or  $> 1.65$  (10% significance level). The hypothesis is accepted or rejected based on the level of significance, with the 5% level used in this study (Hair et al., 2024), namely:

- P-value  $\leq 0.05$  means  $H_0$  is rejected, indicating that the dependent variable has a significant effect on the independent variable;
- P-value  $\geq 0.05$  means  $H_0$  is accepted, indicating no significant effect.

## Operational Variables

**Table 1 Operational Definitions and Variable Indicators**

Variable	Definition Variable	Indicator
<b>Business Strategy (BS)</b>	The strategy carried out by the company to achieve its long-term business goals.. <b>Source:</b> (Lestari et al., 2020)	1) Cost leadership strategy 2) Differentiation strategy 3) Focus strategy <b>Source:</b> (Onufrey & Bergek, 2021)
<b>Environmental Management (EM)</b>	A management system intended to achieve and maintain certain environmental behaviors in order to reduce the impacts caused by company operations. <b>Source:</b> (Do & Nguyen, 2020)	1) Products and production processes 2) Company organization system 3) Supply chain and recovery 4) Engagement with the external environment

<b>Source:</b> (Do & Nguyen, 2020)		
<b>Innovation (IN)</b>	The process of modifying unique and creative business strategies to achieve company goals more efficiently and effectively. <b>Source:</b> (Harwiki & Malet, 2020)	1) Product Innovation 2) Process Innovation <b>Source:</b> (Pusung et al., 2023)
<b>Competitive Advantage (CA)</b>	The advantages that an organization, product, or service has compared to competitors in the market. <b>Source:</b> (Farida & Setiawan, 2022)	1) Product or service quality 2) Efficiency in operations / activities 3) Adaptation to market changes <b>Source:</b> (Farida & Setiawan, 2022)

**RESULT**

**Respondent Characteristics Analysis Test Results**

**Table 2 Age of Respondents**

Characteristics	Categories	Respondents	Percentage
<b>Age of Respondents</b>	16-26 years	49	40,16%
	27-36 years	53	43,44%
	37-46 years	14	11,47%
	47-66 years	6	4,91%
<b>Position</b>	Owner	10	7,70%
	Manager	49	40,16%
	Owner and Manager	63	48,46%
<b>Year of Establishment</b>	< 2005	12	9,83%
	2006-2015	52	42,62%
	2016-2025	59	48,36%

In this study, the characteristics of the 122 respondents involved can be explained through data analysis which includes the age of the respondent, the position of the respondent and the year of establishment of the MSME. Based on the age of the respondents, the majority of respondents were in the age category of 27-36 years (43.44%) and 16-26 years (40.16%). The position of respondents is dominated by the category of owners and managers, reaching 48.46% of the total respondents. The year of establishment of the MSMEs showed that most of the MSMEs had been established in the 2016-2024 timeframe (48.36%). Overall, Table 2 provides a comprehensive overview of the characteristics of respondents in the Culinary MSME research.

**Descriptive Analysis Test Results of Research Variables**

**Table 3 Descriptive Statistical Test**

Variable	N	Min	Max	Mean	Std. Dev.
Business Strategy	122	1,00	5,00	3,520	0,587
Environmental Management	122	1,00	4,00	3,240	0,642
Innovation	122	1,00	4,00	3,358	0,564
Competitive Advantage	122	2,00	4,00	3,492	0,577
Valid N ( <i>listwise</i> )	122				

In Table 3, the N value or the amount of data examined in this study is 122 respondents. The descriptive statistical results have a minimum value of 1.00 and a maximum value of 5.00, which means that more respondents answered the statement with the highest score on the Business Strategy questionnaire item. This can be seen from the average value of the BS variable of 3.520.

### Quantitative Analysis Test Results

**Table 4 alidity and Reliability Test Results**

Variabel	Item	Factor Loading	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha
Business Strategy	BS1	0,843	0,606	0,860	0,783
	BS2	0,757			
	BS3	0,755			
	BS4	0,756			
Environmental Management	EM1	0,799	0,671	0,891	0,840
	EM2	0,782			
	EM3	0,859			
	EM4	0,834			
Innovation	IN1	0,934	0,741	0,894	0,814
	IN2	0,927			
	IN3	0,701			
Competitive Advantage	CA1	0,786	0,612	0,863	0,790

Table 4 shows the results of validity and reliability testing, it was found that of the 15 statement items tested, all were declared valid. Because the instrument meets the acceptance standards, namely, the factor loading value and AVE  $\geq 0.50$  (Hair et al., 2024). Then in the reliability test, it was found that the value of 4 variables was declared reliable. Because it meets the acceptance standards, namely the provisions of the Composite Reliability and Cronbach's Alpha values  $\geq 0.70$ .

**Table 5 R-Square Test Results**

Item	R-Square	Adjusted R-Square
<b>Innovation</b>	0,207	0,194
<b>Competitive Advantage</b>	0,590	0,580

Table 5 shows that 20.7% of changes or variations in the value of the Innovation variable can be explained by changes or variations in the Business Strategy and Environmental Management variables, so that the remaining 80% is influenced by other variables or factors outside the scope of this study. Similarly, the Competitive Advantage variable shows an explanation of 59% through the Business Strategy and Environmental Management variables, so that the remaining 41% is influenced by other variables or factors outside the scope of this study. In addition, in this study the Q-Square value of  $0.662 > 0$  indicates that the observed value has been well reconstructed and has relevant predictive.

**Table 6 Bootstrapping Test Results Direct Effect**

Path	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Result	Hypothesis
<b>BS → CA</b>	0,228	3,576	0,000	Significant	Accepted
<b>EM → CA</b>	0,362	5,314	0,000	Significant	Accepted
<b>BS → IN</b>	0,242	3,358	0,001	Significant	Accepted
<b>EM → IN</b>	0,376	5,580	0,000	Significant	Accepted
<b>IN → CA</b>	0,464	6,674	0,000	Significant	Accepted

Table 6 shows that Business Strategy has a positive and significant effect on Competitive Advantage. Environmental Management has a positive and significant effect on Competitive Advantage. Then, Business Strategy has a positive and significant effect on Innovation. Environmental Management also has a positive and significant influence on Innovation. This also applies to the effect of Innovation on Competitive Advantage which has a positive and significant effect.

**Table 6 Bootstrapping Test Results Indirect Effect**

Path	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Result	Hypothesis
<b>BS → IN → CA</b>	0,112	2,992	0,003	Significant	Accepted
<b>EM → IN → CA</b>	0,174	4,470	0,000	Significant	Accepted

Based on Table 7, the results show that Business Strategy and Environmental Management have a positive and significant influence on Competitive Advantage mediated by Innovation. So, it can be concluded that of the seven hypotheses in this study based on the test results stated accepted.

## DISCUSSION

### The Effect of Business Strategy on Competitive Advantage

Based on the statistical test results, the coefficient value of Business Strategy on Competitive Advantage is 0.228. This coefficient value is positive, meaning that there is a positive variable influence. Furthermore, the t-statistic value of 3.576 is greater than the t-table of 1.97 at the 0.05 significance level. Based on these indicators, hypothesis H1 which states that Business Strategy has a positive and significant effect on the Competitive Advantage of Culinary MSMEs is accepted.

This shows that the owners and managers of Eco-friendly Culinary MSMEs in Yogyakarta City, some of the samples have chosen a cost leadership strategy in running their business to increase competitive advantage. This means that these MSMEs are able to compete with other business units by emphasizing low costs in their operational activities. This research is in line with the results of research conducted by Lestari et al. (2020), Onufrey & Bergek (2021) and Farida & Setiawan (2022).

### Effect of Environmental Management on Competitive Advantage

Based on the results of statistical tests, the coefficient value of Environmental Management on Competitive Advantage is 0.362. This coefficient value is positive, meaning that there is a positive variable influence. Furthermore, the t-statistic value of 5.314 is greater than the t-table of 1.97 at the 0.05 significance level. Based on these indicators, hypothesis H2 which states that Environmental Management has a positive and significant effect on the Competitive Advantage



of Culinary MSMEs is accepted. This research is in line with the results of research conducted by Farida & Setiawan (2022) and Do & Nguyen (2020).

This shows that the owners and managers of Eco-friendly Culinary MSMEs in Yogyakarta City, some of the samples have implemented waste management generated from business activities and collaborated with the local community in efforts to prevent environmental pollution to increase competitive advantage. This means that these MSMEs are able to compete with other business units by maintaining environmental behavior, because some consumers or culinary connoisseurs are more interested in products or MSME operations that promote eco-friendly slogans.

### **The Effect of Business Strategy on Innovation**

Based on the statistical test results, the coefficient value of Business Strategy on Innovation is 0.242. This coefficient value is positive, meaning that there is a positive variable influence. Furthermore, the t-statistic value of 3.358 is greater than the t-table of 1.97 at the 0.05 significance level. Based on these indicators, hypothesis H3 which states that Business Strategy has a positive and significant effect on Culinary MSME Innovation is accepted. This research is in line with the results of research conducted by Harwiki & Malet (2020) and Pusung et al. (2023).

This shows that the owners and managers of Eco-friendly Culinary MSMEs in Yogyakarta City have or implement a more efficient and effective business strategy to make the latest products and can be enjoyed by consumers of Culinary MSMEs in Yogyakarta City.

### **The Effect of Environmental Management on Innovation**

Based on the statistical test results, the coefficient value of Environmental Management on Innovation is 0.376. This coefficient value is positive, meaning that there is a positive variable influence. Furthermore, the t-statistic value of 5.580 is greater than the t-table of 1.97 at the 0.05 significance level. Based on these indicators, hypothesis H4 which states that Environmental Management has a positive and significant effect on Culinary MSME Innovation is accepted. This research is in line with the results of research conducted by Do & Nguyen (2020), Harwiki & Malet (2020) and Pusung et al. (2023).

This shows that environmental management practices are one of the supporting factors for companies in developing new product innovations for Eco-friendly Culinary MSMEs in Yogyakarta City. This means that these Culinary MSMEs are innovative and proactive in developing the level of Environmental Management in the city of Yogyakarta. In fact, when Culinary MSMEs in Yogyakarta City want to make organizational changes such as developing Environmental Management, these MSMEs can be driven by aspects of sustainability innovation.

### **The Effect of Innovation on Competitive Advantage**

Based on the statistical test results, the coefficient value of Innovation on Competitive Advantage is 0.464. This coefficient value is positive, meaning that there is a positive variable influence. Furthermore, the t-statistic value of 6.674 is greater than the t-table of 1.97 at the 0.05 significance level. Based on these indicators, hypothesis H5 which states that Innovation has a positive and significant effect on the Competitive Advantage of Culinary MSMEs is accepted.

This research is in line with the results of research conducted by Farida & Setiawan (2022), Harwiki & Malet (2020) and Pusung et al. (2023).

This shows that the greater the innovation carried out by Eco-friendly Culinary MSMEs in Yogyakarta City, the more interested consumers are in the products offered. This means that product innovation will make a major contribution to competitive advantage. Companies without innovation and creativity will not be able to compete and survive in an era of increasingly sharp competition.

### **The effect of Business Strategy on Competitive Advantage mediated by Innovation**

Based on the results of statistical tests, the coefficient value of Business Strategy on Competitive Advantage mediated by Innovation is 0.112. This coefficient value is positive, meaning that there is a positive variable effect. Furthermore, the t-statistic value of 2.992 is greater than the t-table of 1.97 at the 0.05 significance level. Based on these indicators, hypothesis H6 which states that Business Strategy has a positive and significant effect on Competitive Advantage mediated by Innovation is accepted. This research is in line with the results of research conducted by Lestari et al. (2020), Onufrey & Bergek (2021) and Farida & Setiawan (2022).

This shows that product innovation will make a major contribution to competitive advantage, so that product innovation is used by companies as a company strategy in facing competition. This means that eco-friendly culinary MSMEs in Yogyakarta City that produce innovative products can provide their own advantages over their competitors.

### **The effect of Environmental Management on Competitive Advantage mediated by Innovation**

Based on the results of statistical tests, the coefficient value of Environmental Management on Competitive Advantage mediated by Innovation is 0.174. This coefficient value is positive, meaning that there is a positive variable influence. Furthermore, the t-statistic value of 4.470 is greater than the t-table of 1.97 at a significance level of 0.05. Based on these indicators, hypothesis H7 which states that Environmental Management has a positive and significant effect on Competitive Advantage mediated by Innovation is accepted. This research is in line with the results of research conducted by Do & Nguyen (2020), Harwiki & Malet (2020) and Farida & Setiawan (2022).

This shows that the owners and managers of Eco-friendly Culinary MSMEs in Yogyakarta City, some of the samples have implemented waste management generated from business activities and collaborated with the local community, then also implemented process innovation in an effort to prevent environmental pollution to increase competitive advantage. This means that these MSMEs are able to compete with other business units by providing product and process innovations that have an eco-friendly label on their products.

## **CONCLUSION**

Based on the analysis and discussion carried out in this study, it can be concluded that: Business strategy has a positive and significant effect on competitive advantage in Eco-friendly Culinary MSMEs in Yogyakarta City, Environmental management has a positive and significant effect on competitive advantage in Eco-friendly Culinary MSMEs in Yogyakarta City, Business strategy has a positive and significant effect on innovation in Eco-friendly Culinary MSMEs in Yogyakarta

City, Environmental management has a positive and significant effect on innovation in Eco-friendly Culinary MSMEs in Yogyakarta City, Innovation has a positive and significant effect on competitive advantage in Eco-friendly Culinary MSMEs in Yogyakarta City, Business strategy has a positive and significant effect on competitive advantage mediated by innovation in Eco-friendly Culinary MSMEs in Yogyakarta City, and Environmental management has a positive and significant effect on competitive advantage mediated by innovation in Eco-friendly Culinary MSMEs in Yogyakarta City.

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