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Model for Strengthening Micro, Small, and Medium Enterprises in Supporting Sustainable Economic Enterprises

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Abstract: This research aims to discover the types of micro, small, and medium enterprise (MSME) models that contribute to the welfare of business actors and economic growth. This study aims to analyze entrepreneurial motivation, the institutional role of Cooperatives and MSMEs, and the promotion mix, as determinants of their influence on strengthening MSMEs in supporting sustainable economic enterprises. This study uses a quantitative approach to the survey method. Data were obtained through observation, documentation, and questionnaires distributed to 111 respondents spread across 15 villages in Anggeraja Sub-district. The results of the study show that entrepreneurial motivation, implementation of the role of Cooperatives and MSMEs, and the promotion mix positively influence the strengthening of MSMEs by 58% and sustainable economic enterprises by strengthening MSMEs by 73%. This research recommends a model for strengthening sustainable MSMEs in Anggeraja Sub-district, Enrekang Regency, South Sulawesi, Indonesia.

Keywords: institutional; entrepreneurial motivation; promotion mix; sustainable economic enterprise

文章标题

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摘要: 摘要的总字数不得超过 200 字。 摘要应该是一个单独的段落，并且应该遵循结构化摘要的风格，但没有标题： 1）背景：将所解决的问题置于广泛的背景中并突出研究的目的； 2) 方法：简要描述应用的主要方法或处理方法。 包括任何相关的预注册编号，以及使用的任何动物的物种和品系。 3) 结果：总结文章的主要发现； 4) 结论：指出主要结论或解释。 摘要应该是文章的客观表示：它不能包含在正文中没有呈现和证实的结果，也不应该夸大主要结论。

关键词：关键字 1； 关键字 2； 关键字 3 (Authors do not need to translate the article title, abstract, keywords, and references into Chinese)

1 Introduction

Enrekang Regency is one of the Level II Regions in South Sulawesi, Indonesia. The district capital is Enrekang City to the north of Makassar City. Administratively, it consists of 12 definitive Sub-districts and 129 villages with an area of 1,786.01 km² or 2.83 percent of the area of South Sulawesi Province. The boundaries of this regency are: (1) To the north, it is bordered by Tana Toraja Regency, (2) To the south with Luwu Regency, (3) To the east with Sidenreng Rappang Regency, and (4) To the west of Pinrang Regency. Of the 12 sub-districts in Enrekang Regency, there is one Sub-district, namely Anggeraja Sub-district with an area of 127.87 km2 and 7.02 percent of the regency area. The distance from the district capital is 26 km and there are 15 villages.

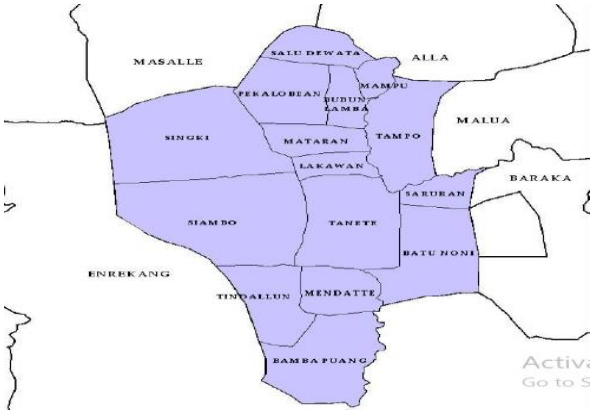

Figure 1
Source: Enrekang Regency Government, 2023.

Of the 15 villages, 42 hamlets with a population as shown in the table below:

Table 1. Total Population in Anggeraja Sub-district, Enrekang Regency

No.	Village	Male	Female	Total
1	Tindalun	483	496	979
2	Bamba Puang	1,191	1,226	2,417
3	Tanete	1,651	1,319	2,970
4	Lakawan	1,802	1,025	2,827
5	Siambo	705	735	1,440
6	Singki	860	821	1,681
7	Mataram	1,501	1,503	3,004
8	Pekalobean	1,273	1,101	2,374
9	Bubun Lamba	794	799	1,593
10	Salu Dewata	668	671	1,339
11	Mampu	815	710	1,525
12	Batu Noni	1,114	1,807	2,921
13	Saruran	530	546	1,076
14	Tampo	745	911	1,656
15	Mandatte	411	598	1,009
	Jumlah	14,543	14,268	28,811

Source: Enrekang Regency Government, 2023.

Table 1 above shows that the population in the Anggeraja Sub-district has the potential for growth and development of micro, small, and medium enterprises and the development of human resources to manage businesses[1]. The diversity of geographical conditions in these regions causes variations in superior commodities which provide opportunities for development in each region[2].

The growth of MSMEs in the Anggeraja Sub-district has the potential to be developed because they are close to raw materials[3]. Types of products produced or sold by the community include shallots, garlic, spring onions, potatoes, cauliflower, cauliflower, mustard greens, carrots, radishes, long beans, large chilies, cayenne peppers, tomatoes, mushrooms, eggplants. beans, cucumber, chayote, kale, spinach, melon, and red beans[4]. The horticultural production is produced every quarter[5].

In other sectors, the livestock population includes dairy cattle, beef cattle, goats, free-range chickens, laying hens, and broiler chickens, and includes land fishery subsector production (rice fields and ponds)[6]. Of the various potentials that Anggeraja Sub-district has as mentioned above, efforts are needed so that economic growth can increase and be sustainable[7]. For this reason, community empowerment and related institutions need to be optimized[8].

Entrepreneurial motivation, the presence of cooperative and MSME institutions, and promoting production results are solutions for the economic growth and development of MSMEs in

the Anggeraja Sub-district[9]. According to data from the Department of Cooperatives, Small and Medium Enterprises, the number of cooperatives by type (KUD, KPR, Non-KUD, and KOPTAN) active in Anggeraja Sub-district in 2022 will be 20 and have become legal entities[10]. Furthermore, there are 155 MSME business units consisting of; 68 units of shops/grocery stalls, 34 units of restaurants, and 53 food stalls/stalls.

2 Literature Review

Economic development is carried out by focusing on efforts to grow the economic sector by utilizing all the potential it has, both the potential of its natural resources and human resources[11]. MSME players fill the dominant market in the Southeast Asian region, so business actors continue to be encouraged and assisted in producing the best products[12]. MSMEs have become the backbone of the country's economy because they can contribute to gross domestic product and increase employment for the community, for this reason, in supporting the growth of MSMEs, business actors need to make efforts to support their businesses, including utilizing technology[13].

Through digitization, MSMEs promote products and services, both in the form of images and videos, and create online stores in marketplaces so that consumers find products and transactions more[14]. Based on Asian Development Bank (ADB) data there are 71 million MSMEs in Southeast Asia, 97% account for all businesses and employ 67% of the working population, meaning that MSMEs have a larger proportion of employment[15]. Thus, efforts are needed so that MSMEs can grow and develop, including government support, capital, entrepreneurial motivation, understanding of technology, and so on[16].

The government's role in encouraging business performance for MSME business actors is a strength in facing competition[17]. Business actors face dynamic competition, the government has a role in carrying out digital transformation to encourage business performance[18]. The government needs to mediate and collaborate with other institutions, such as banks so that small businesses can increase their income [19]. MSMEs can reach a wider market if the government contributes to support and promote them[20]. The government's role is expected to create a partnership model with State-Owned Enterprises and Badan Usaha Milik Desa and guide MSMEs so that they can be independent because MSMEs absorb many job opportunities[21]. The contribution of government institutions has an important role in the sustainability of MSME businesses and other aspects, it is necessary to encourage entrepreneurial motivational values[22]. Healthy organizations, finances, business, and human resource competencies influence cooperative performance[23].

Understanding entrepreneurial insights on MSME business actors can encourage entrepreneurs to carry out various business activities[24]. The existence of entrepreneurship can have an impact on access to micro and sustainable businesses. Self-confidence, openness to change, pull factors, and the need for achievement are dimensions of motivation for micro-entrepreneurs and business sustainability[25]. Incorporating elements of entrepreneurial orientation and dynamic capabilities into MSMEs can shape marketing innovation capabilities on MSME performance[26].

Competence, innovation, entrepreneurial orientation, and innovation have a positive and significant effect on the performance of MSMEs[27]. Thus, the entrepreneurial motivation given to MSME entrepreneurs can encourage creativity in developing their businesses, however, knowledge of technological innovation is also needed to support the development of MSMEs[28]. Technological innovation has a vital role in supporting MSME businesses because the products marketed are widely known[29]. MSMEs facing finance, human resources, marketing, operations, administration, and organizational management challenges require digitalization readiness and knowledge transfer[30].

To create value for consumers in increasing productivity and sustainability of economic businesses, it is necessary to utilize industrial technology 4.0[31]. Economic growth can have an impact on people's income levels. Human resource capacity and business diversification affect the productivity and sustainability of small and medium enterprises[32]. Micro, small, and medium enterprises are the backbone of the national economy and regional economies, so the role of the digital economy is one of the drivers for the expansion of MSMEs. Changes in people's mindset give direction to the economy and social activities can be developed sustainably[33].

The position of MSMEs is very important because they can absorb employment opportunities survive in any conditions and have a variety of unique products, therefore entrepreneurial motivation is needed[34]. The role of cooperatives and MSMEs and promoting the products produced has a very important contribution to strengthening MSMEs toward sustainable economic enterprise[35].

Research results that support this research include: (1) Regional economic development must involve all levels of society and the government to take initiatives by utilizing existing resources; (2) The MSME sector can increase people's income and has a strategic role in reducing unemployment and poverty; (3) Government policies, capital support, and human resource capacity strengthening will encourage economic growth and be accompanied by technological innovation [36]; (4) MSMEs in the national economy are a good vehicle for job creation planned by both the government and the private sector; (5) MSMEs experience many obstacles, such as human resources, finance, and markets, but the spirit of business actors must continuously explore the values contained in the entrepreneurial spirit (6) Adoption of technology and social media can increase the productivity and capacity of small and medium businesses[37].

The study results from the research above refer to several indicators of MSME businesses, such as; (1) government policies, capital support, strengthening Human Resources (HR) capacity, technological innovation, and utilization of natural resources; (2) MSMEs reduce unemployment and poverty; (3) job creation; (4) the values contained in the entrepreneurial spirit; and (5) adoption of technology and social media.

The focus of this research is intended to answer the following research questions [38]: (1) Does motivation for entrepreneurship through training on games, self-confidence, success stories, and positive thinking affect the strengthening of MSMEs and sustainable economic enterprises?, (2) What is the role of cooperatives and MSMEs through training/workshops, providing market access and providing exhibition space for MSME products, assisting partnerships and access to capital, coaching, and monitoring have an effect on strengthening MSME and sustainable economic enterprises? and (3) Is the promotion mix through MSME products varied and interesting, methods offline and online promotions and personal selling affect strengthening MSMEs and sustainable economic enterprises?

This research aims: (1) How big is the influence of entrepreneurial motivation on strengthening MSMEs in supporting sustainable economic businesses (2) To find out and analyze the influence of the role of Cooperatives and MSMEs on strengthening MSMEs in supporting sustainable economic businesses, and (3) How big is the influence of the promotion mix towards strengthening MSMEs in supporting sustainable economic enterprises[39].

3 Data and Method

The specifications of this research are to examine the strengthening of MSMEs in supporting sustainable economic efforts. Furthermore, the testing and analysis of this research is focused on examining entrepreneurial motivation, the role of Cooperatives and MSMEs, and the promotion mix[40]. This type of research uses a quantitative approach with a survey method, there are two types of variables, namely latent variables and manifest variables. The latent variable, namely variable X1 (entrepreneurial motivation) is measured based on game training material, self-confidence, success stories, and positive thinking; X2 (Role of Cooperatives and MSMEs) is measured by training/workshops, providing market access and procurement of MSME product exhibition spaces, helping partnerships and access to capital, guidance, and monitoring; X3 (promotion mix) as measured by varied and attractive MSME products, offline and online promotion methods and personal selling.

Manifest variables, namely Y (strengthening MSMEs) which are measured by product quality, availability of capital, wholehearted service, and product innovation (variations, packaging, labels); Z (sustainable economic business) is measured by the development of market share, product diversification, mastery of digital marketing, and the establishment of personal sales. The causal relationship between each variable is shown using a structural equation function model between exogenous and endogenous variables, as shown in the following figure:

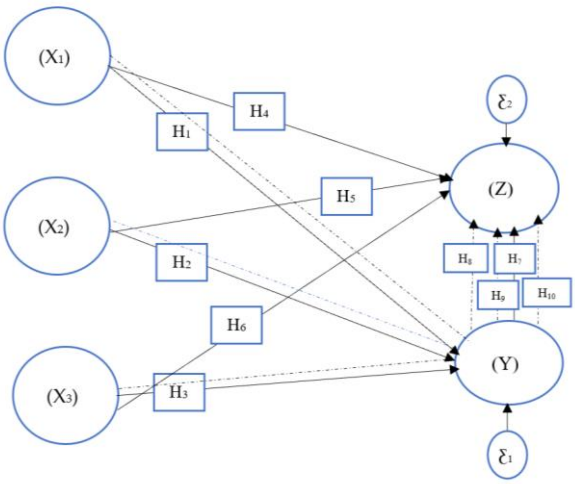

Figure 2.
Partial Least Square Analysis Research Model

The structural equation is as follows:

$$Y = H_1 X_1 + H_2 X_2 + H_3 X_3 + \varepsilon_1 \quad (1)$$

$$Z = H_4 X_4 + H_5 X_5 + H_6 X_6 + H_7 Y + n\varepsilon_2 \quad (2)$$

Figure 2 above shows the direct effect of exogenous variables on endogenous variables which are expressed by the path coefficient. Thus, it can be explained that X1 is entrepreneurial motivation, X2 is the role of cooperatives and SMEs, Furthermore, the direct influence of H1 is the influence of X1 on Y, H2 is the influence of X2 on Y, H3 is the influence of H8 the effect of X1 on Z through Y, H9 the effect of X2 on Z through Y, and H10 the effect of X3 on Z through Y.

Data collection techniques used in this study were divided into two categories, namely primary data and secondary data. Primary data was obtained directly using a questionnaire instrument distributed to MSME business actors as respondents spread across 15 villages in the Anggeraja Sub-district, while secondary data was obtained by accessing reports and documents relevant to the research topic, such as statistical reports on the development of the number of MSMEs in the Sub-district Anggeraja. Quantitative data was obtained through a questionnaire. The survey in this study used a questionnaire instrument and conducted structured interviews based on questions about MSME business activities. Thus, questionnaires are used to collect, process, analyze, present, and extract information related to MSME activities in the Anggeraja Sub-district.

Furthermore, the questions asked through the questionnaire were adjusted to the previously determined research variables, namely entrepreneurial motivation, the role of cooperatives and MSMEs, and the promotion mix. To deepen the research results, each question asked of respondents was then selected based on things they understood and experienced based on MSME business activities. The questions used are closed with 5 alternative answers given using an interval measurement scale. Furthermore, the answers to each instrument item use a Likert scale and are given a score; of 5,4,3,2,1, meaning strongly agree (SS) the score is 5, agree (ST) the score is 4, undecided (RR) the score is 3, disagree (KS) the score is 2, and disagree (TS) the score 1. Then the questionnaire is distributed to all respondents who have been selected based on a predetermined research sample.

Respondents are a sample selected from the population of SMEs in Anggeraja District. Respondents are spread across 15 villages; this is intended to obtain proportional information and data quality. Furthermore, the research sample used a simple random sampling method, meaning that samples were taken from the population randomly without paying attention to the strata in the population. This is intended to ensure a truly proportional sample that can understand the focus and objectives of the research to be achieved and take into account the characteristics of MSME businesses in the Anggeraja Sub-district. The selection of respondents refers to several criteria, namely (i) business location based on MSME business characteristics, (ii) having regular customers, and (iv) involving family in the business. Data collection was carried out using questionnaires and documentation. This research refers to predictions to show the influence of the relationship between variables and other variables to formulate a conclusion.

Determining the number of samples from a certain population developed by Slovin for an error rate of 5% can be formulated as follows:

$$n = \frac{\mathrm{N}}{1 + \mathrm{N}.e^2} \qquad (3)$$

Where n is the sample size, N is the population size, and e is the 5% squared error rate. Based on this formulation, the amount of sample withdrawal is:

$$n = \frac{155}{(1 + (155 \text{ x } 0{,}0025))}$$

$$n = \frac{28.845}{(1 + 0{,}3875)}$$

$$n = \frac{155}{1{,}3875}$$

$$n = 111$$

Based on the formula above, the number of samples in this study was 111 respondents. A valid instrument is defined as a measuring tool to obtain valid data. The technique used to measure the validity of questionnaire items is Karl Pearson's product-moment correlation by correlating the question items and the total. Reliability testing is carried out to ensure whether the instrument used is reliable or not. Reliability is the extent to which measurement results using the same object will produce the same data. In this research, validity testing was carried out using Pearson's product-moment approach.

$$\mathrm{r_{xy}} \frac{\mathrm{n}\sum \mathrm{X_i y_i} - \sum \mathrm{X_i} \sum \mathrm{y_i}}{\sqrt{\mathrm{n}\sum \mathrm{X^2}_i - \left(\sum \mathrm{X^2}_i\right)^2} \sqrt{\mathrm{n}\sum \mathrm{y^2}_i - \left(\sum \mathrm{y_i}\right)^2}} \qquad (4)$$

Where r_{Xy} is the correlation coefficient, n is the number of respondents, $\sum X$ obtained by each respondent, $\sum y$ and is the number of times the questionnaire item score is multiplied and the total

score obtained from the respondent. Because this research is confirmatory, the factor loading limit used is 0.7. Convergent values for measuring factor loadings above 0.7 are highly recommended, however, if factor loadings are between 0.5 – 0.60 they can still be tolerated as long as the model is still in the development stage. Next, to calculate the t value from r, use the following formula:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r2}} \qquad (5)$$

Where, if t count > t table it is said to be significant or suitable for use in hypothesis testing, and otherwise t count ≤ t table means it is not significant. In this research, the validity calculation of instrument items was carried out using the PLS Algorithm model and indicator loading values. The discriminant value is useful for assessing whether a variable has adequate discriminant validity, namely by comparing the correlation between the indicator and the intended construct, it must be greater than the correlation with other constructs. If the indicator correlation has a higher value than the indicator correlation with other constructs, then the variable is said to have high discriminant validity.

A high composite reliability value indicates good consistency of each indicator in the latent variable to measure that variable. The criteria for a composite reliability value > 0.7 indicates that the variable has good internal consistency. Furthermore, the reliability test is strengthened by Cronbach's alpha value. Cronbach's alpha reliability test limits > 0.7. The Average Variance Extracted (AVE) value shows that the variance value for each indicator in the construct that can be captured by this variable is more than the variance caused by measurement errors. Expected AVE value > 0.5. Furthermore, to meet the criteria for convergent validity, the AVE value can be formulated as follows:

$$\text{AVE} = \frac{\sum_{i=1}^{2} \lambda i}{n} \qquad (6)$$

Where AVE is the average percentage of variance scores obtained from latent variable extraction, λ is the standardized factor loading, and ì is the number of indicators.

4 Results

4.1 Respondent Identity

Table 2. Tabulation of Respondents' Gender

Genders	Total of Respondents (Person)
Female	98
Male	13
Total	**111**

Source: Research results, 2023.

Based on the table above, it is known that the majority of respondents were women, 98 people (88%) compared to men, which amounted to 13 people (12%). This shows that the sex of women is a greater proportion than men who work as MSME actors.

Table 3.
Tabulation of respondent's last education level

Last education level	Total of Respondents (Person)
Bachelor degree	17
Academy (D.4)	3
Academy (D.3)	1
Senior High School	58
Junior High School	32
Total	**111**

Source: Research results, 2023.

Based on the table above, the last education of the respondents shows that the highest number of respondents was from the group of respondents with high school education, namely as many as 58 people (52.3%), followed by junior high school education (SMP) as many as 32 people (28.8%), Academy (D4) as many as 4 people (2.7%0 and Academy (D3) 1 person (0.9%).

Table 4. Respondent's age tabulation

Age	Total of Respondents (Person)	Percentage (%)
17 – 25 years	3	2.0
26 - 30 years	6	5.4
31 -50 years	69	62.2
51 – 60 years	28	26.1
61 – 70 years	4	3.6
Total	**111**	100.0

Source: Research results, 2023.

From the table above, the age of the respondents who are most engaged in MSME business is between 31-50 years, namely 69 people (62.2%), then the lowest is between the ages of 17 - 25 years, namely 3 people (2%).

4.2 Test the Outer Model

The outer model is a model that determines the relationship between the latent variables and the indicators, or it can be said that the outer model defines how each indicator relates to the latent variables. The outer model is interpreted by looking at several things, including convergent validity values, discriminant validity values,

composite reliability, Average Variance Extracted (AVE), and Cronbach's alpha.

The convergent value measures the magnitude of the loading factor for each construct. Loading factors above 0.70 are highly recommended, however, loading factors between 0.5 - 0.60 can still be tolerated as long as the model is still in the development stage. The PLS Algorithm model and the full loading indicator values are presented in the figure and table below.

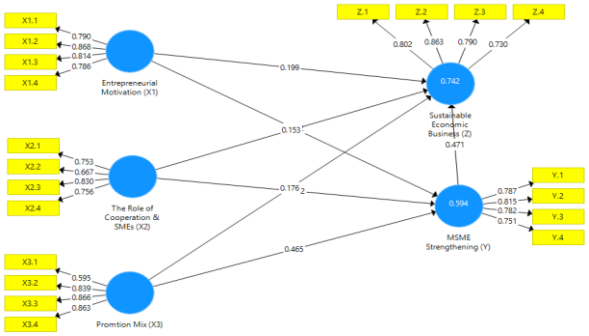

Figure 3. PLS Algorithm I Model

Source: Author findings, 2023.

The picture above shows that the entrepreneurial motivation construct as measured by 4 indicators obtained a loading factor value for indicators X1.1 of 0.790, X1.2 of 0.868, X1.3 of 0.814, and X1.4 of 0.768. The role of cooperatives & SMEs constructs as measured by 4 indicators obtained a loading factor value, for indicator X2.1 of 0.753, X2.2 of 0.667, X2.3 of 0.830, X2.4 of 0.756. The promotion mix construct, which was measured using 4 indicators, obtained a loading factor value for indicator X3.1 of 0.595, X3.2 of 0.839, X3.3 of 0.866, and X3.4 of 0.863. The MSME Strengthening construct, which was measured by 4 indicators, obtained a loading factor value, for indicator Y1 of 0.787. Y2 is 0.815, Y3 is 0.782, Y4 is 0.751. The sustainable economic business contract as measured by 4 indicators obtained a loading factor value for indicators Z1 of 0.802, Z2 of 0.863, Z.3 of 0.790, and Z4 of 0.730.

Of all the indicators, there are 2 invalid indicators (X2.2 0.667, X3.1 0.595), so invalid indicators must be removed from the model and repeated overloading tests.

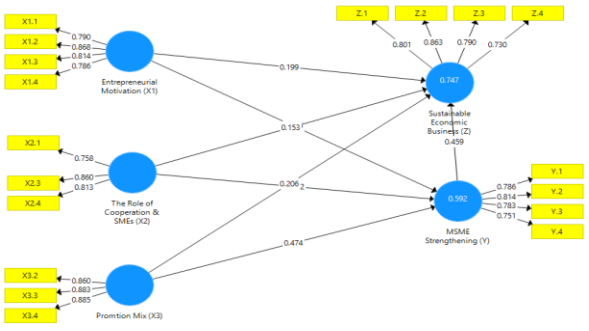

Figure 4. PLS Algorithm II Model

Source: Author findings, 2023.

After carrying out the second outer loading test, the outer loading value is obtained in the table above. The table above shows that the entrepreneurial motivation construct as measured by 4 indicators obtained a loading factor indicator value of X1.1 of 0.790, X1.2 of 0.868, X1.3 of 0.814, and X1.4 of 0.768. The contract for the role of cooperatives and MSMEs as measured by 3 indicators obtained a loading factor value, for indicators X2.1 was 0.758, X2.3 was 0.860, and X2.4 was 0.813. The promotion mix contract as measured by 3 indicators obtained a loading factor value for indicators X3.2 of 0.860, X3.3 of 0.883, and X3.4 of 0.885. The MSME strengthening contract as measured by 4 indicators obtained a loading factor value, for the Y1 indicator of 0.786. Y2 is 0.814, Y3 is 0.783, Y4 is 0.751. The sustainable economic business contract as measured by 4 indicators obtained a loading factor value for indicators Z1 of 0.801, Z2 of 0.863, Z.3 of 0.790, and Z4 of 0.730.

4.3 Discriminant Validity

The discriminant value is useful for assessing whether a variable has adequate discriminant validity, namely by comparing the correlation between the indicator and the intended construct, it must be greater than the correlation with other constructs. If the indicator correlation has a higher value than the indicator correlation with other constructs, then the variable is said to have high discriminant validity. The complete cross-loading value results are as follows:

Table 4. Cross Loading Values

	Entrepre-neurial Motivation (X1)	MSME Strengthening (Y)	The Role of Cooperation & SMEs (X2)	Promotion Mix (X3)	Sustainable Economic Business (Z)
X1.1	0.790	0.533	0.449	0.341	0.537
X1.2	0.868	0.439	0.521	0.391	0.565
X1.3	0.814	0.435	0.534	0.309	0.504
X1.4	0.786	0.514	0.582	0.379	0.537
X2.1	0.465	0.524	0.758	0.433	0.499
X2.3	0.565	0.458	0.860	0.459	0.563
X2.4	0.525	0.484	0.813	0.415	0.561
X3.2	0.304	0.617	0.471	0.860	0.622
X3.3	0.455	0.561	0.471	0.883	0.580
X3.4	0.395	0.622	0.470	0.885	0.607
Y.1	0.467	0.786	0.516	0.606	0.609
Y.2	0.427	0.814	0.479	0.548	0.620
Y.3	0.461	0.783	0.384	0.477	0.625
Y.4	0.500	0.751	0.503	0.516	0.682

Z.1	0.558	0.609	0.538	0.529	0.801
Z.2	0.541	0.807	0.544	0.641	0.863
Z.3	0.403	0.554	0.439	0.530	0.790
Z.4	0.589	0.579	0.603	0.486	0.730

Source: Author findings, 2023.

In the cross-loading table above it can be seen that the loading factor indicator value for entrepreneurial motivation is greater than the cross-loading value which is aimed at the role of cooperatives, MSMEs, promotion mix, strengthening MSMEs, and sustainable economic enterprises. Based on the results of the discriminant validity test in the table above, it can be seen that all indicators have the highest indicators in their constructs and not in other constructs, so it can be stated that all indicators have met the requirements for discriminant validity.

Table 5. *Fornell-Larcker* criterion value

	Entrepreneur Motivation (X1)	MSME Strengthening (Y)	The Role of Cooperation & SMEs (X2)	Promotion Mix (X3)	Sustainable Economic Business (Z)
Entrepreneurial Motivation (X1)	0.815				
MSME Strengthening (Y)	0.593	0.784			
The role of cooperation & MSMEs (X2)	0.640	0.603	0.811		
Promotion Mix (X3)	0.437	0.687	0.538	0.876	
Sustainable economic Business (Z)	0.659	0.810	0.668	0.690	0.797

Source: Author findings, 2023.

Based on the results of the Discriminant Test validity, the Fornell Lacker Criterion value on Entrepreneurial Motivation is greater than the correlation value on other variables. The Fornell Lacker Criterion value for the Role of Cooperatives & MSMEs is greater than the correlation value for other variables. the Fornell Lacker Criterion value on the Promotion Mix is greater than the correlation value on the other variables. The results of the discriminant validity test in the table above show that all indicators and constructs in the PLS model have met the required discriminant validity criteria.

A high composite reliability value indicates good consistency of each indicator in the latent variable to measure that variable. The criteria for a composite reliability value > 0.7 indicates that the variable has good internal consistency. Composite reliability values, Cronbach's Alpha values, and Average Variance Extracted (AVE) values, in full, are presented in the table below.

Table 6.
Composite Reliability, Cronbach's Alpha, and Average Variance Extracted (AVE) Values

	Composite Reliability	Cronbach's Alpha	Average Variance Extracted (AVE)
Entrepreneurial motivation (X1)	0.888	0.831	0.664
MSME Strengthening (Y)	0.864	0.791	0.614
The Role of Cooperation and MSMEs (X2)	0.852	0.738	0.658
Promotion Mix (X3)	0.908	0.848	0.767
Sustainable Economic Business (Z)	0.874	0.808	0.636

Source: Author findings, 2023.

The table above shows that the composite reliability value of the entrepreneurial motivation construct is 0.888, the role of cooperatives and MSMEs is 0.852, the promotion mix is 0.908, strengthening MSMEs is 0.864 and sustainable economic efforts are 0.874. The five constructs obtained a composite reliability value of > 0.70, so it is said to be a reliable indicator. The reliability test is strengthened by Cronbach's alpha value. Cronbach's alpha reliability test limits > 0.7. The complete Cronbach's alpha value results are presented in the table below. Cronbach's alpha value obtained as a construct of entrepreneurship motivation is 0.831, the role of cooperatives and MSMEs is 0.738, the promotion mix is 0.848, strengthening MSMEs is 0.791 and sustainable economic enterprises are 0.808. Based on Cronbach's alpha value, the five latent variables have reliable indicators and are in the very high category.

The AVE value shows that the variance value of each indicator in the construct that can be captured by that variable is greater than the variance caused by measurement error. Expected AVE value > 0.5. The AVE value constructs entrepreneurial motivation 0.664, the role of cooperatives and SMEs 0.658, promotion mix 0.767, strengthening SMEs 0.614, and sustainable economic enterprises 0.636. Based on The AVE results, show that all constructs from each latent variable have an AVE value > 0.5, so it can be concluded that they are valid.

4.4 Discriminant Validity

To test the structural model is done by looking at the value of R2 which is a goodness of fit test. The construct of strengthening MSMEs obtained an R2 value of 0.592 which can be interpreted to mean that variations in strengthening MSMEs can be explained by the construct of entrepreneurial motivation, the role of cooperatives and MSMEs, and promotion mix of 59.2% (while the remaining 40.8% is explained by other variables outside those studied). Meanwhile, the R-square value of sustainable economic enterprises is 0.747, meaning that variations in sustainable economic enterprises can be explained by the construct of entrepreneurial motivation, the role of cooperatives and MSMEs, the promotion mix, and the strengthening of MSMEs by 74.7% (while the remaining 25.3% is explained by other variables outside those studied). The complete R-square value results are presented in the table below.

Table 7. Value R-Square

	R Square	R Square Adjusted
MSME Strengthening (Y)	0.592	0.581
Sustainable Economic Business (Z)	0.747	0.737

Source: Author findings, 2023.

The next test is to look at the significance of the effect between independent constructs on the dependent and answer what has been hypothesized. Testing with a significance level of 5% if the t-statistic value is > 1.96 then the null hypothesis (H0) is rejected. The t-statistical value of the effect coefficient of the latent construct was obtained from PLS bootstrapping. The results of the PLS bootstrapping model are presented in the image below.

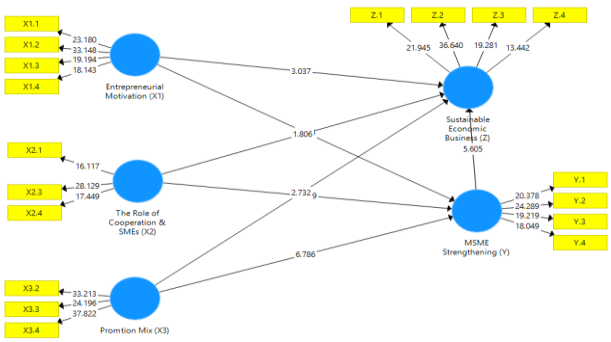

Figure 5. Test bootstrapping
Source: Author findings, 2023.

Parameter coefficient values can be seen in the values (original sample), standard error (standard deviation), t-statistic values, and p-values can be seen in the table below.

Table 8.
Coefficient value (original sample), standard error and T-statistics

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Entrepreneurial Motivation (X1) -> MSME Strengthening (Y)	0.275	0.281	0.077	3.598	0.000
Entrepreneurial Motivation (X1) -> Sustainable Economic Business (Z)	0.199	0.197	0.068	2.938	0.003
MSME Strengthening (Y) -> Sustainable Economic Business (Z)	0.459	0.460	0.073	6.246	0.000
The Role of Cooperation & MSMEs (X2) -> MSME Strengthening (Y)	0.172	0.171	0.080	2.155	0.032
The Role of Cooperation & MSMEs (X2) -> Sustainable Economic Business (Z)	0.153	0.161	0.082	1.867	0.062
Promotion Mix (X3) -> MSME Strengthening (Y)	0.474	0.470	0.073	6.490	0.000
Promotion Mix (X3) -> Sustainable Economic Business (Z)	0.206	0.200	0.068	3.009	0.003

Source: Author findings, 2023.

The coefficient value of the influence of Entrepreneurial Motivation on Strengthening MSMEs is 0.275, the standard error value is 0.077, the t-statistic value is 3.598 and the p-value is 0.000. Because the t-statistic value is 3.598 > 1.96 and the p-value is 0.000 <0.05, H1 is accepted. These results state that Entrepreneurial Motivation has a positive and significant effect on strengthening MSMEs. The coefficient value of the influence of the role of cooperatives and MSMEs on strengthening MSMEs is 0.172, the standard error value is 0.080, the t-statistic value is 2.155 and the p-value is 0.032. Because the t-statistic value is 2.155 > 1.96 and the p-value is 0.032 < 0.05, H2 is accepted. These results state that the role of cooperatives and MSMEs has a positive and significant effect on strengthening MSMEs.

The coefficient value of the influence of promotion mixes on strengthening MSMEs is 0.474, the standard error value is 0.073, the t-statistic value is 6.490 and the p-value is 0.000. Because the t-statistic value is 6.490 > 1.96 and the p-value is 0.000 <0.05, H3 is accepted. These results state that the promotion mix has a positive and significant effect on strengthening MSMEs[41]. The coefficient value of the influence of entrepreneurial motivation on sustainable economic efforts is 0.199, the standard error value

is 0.068, the t-statistic value is 2.938 and the p-value is 0.003. Because the t-statistic value is 2.938 > 1.96 and the p-value is 0.003 <0.05, H4 is accepted. These results state that entrepreneurial motivation has a positive and significant effect on sustainable economic enterprises.

The coefficient value of the influence of the role of cooperatives and MSMEs on sustainable economic efforts is - 0.153, the standard error value is 0.082, the t-statistic value is 1.867 and the p-value is 0.062. Because the t-statistic value is 1.867 < 1.96 and the p-value is 0.062 > 0.05, H5 is rejected. These results state that the role of cooperatives and MSMEs has a positive but not significant effect on sustainable economic efforts. The coefficient value of the influence of promotion mixes on sustainable economic efforts is 0.206, the standard error value is 0.068, the t-statistic value is 3.009 and the p-values are 0.003. Because the t-statistic value is 3.009 > 1.96 and the p-value is 0.003 < 0.05, H6 is accepted. These results state that the promotion mix has a positive and significant effect on sustainable economic efforts.

The coefficient value of the influence of strengthening MSMEs on sustainable economic efforts is 0.459, the standard error value is 0.073, the t-statistic value is 6.246 and the p-value is 0.000. Because the t-statistic value is 6.246 > 1.96 and the p-value is 0.000 <0.05, H7 is accepted. These results state that strengthening MSMEs has a positive and significant effect on sustainable economic enterprises.

Table 9. Indirect effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Entrepreneurial Motivation (X1) -> MSME Strengthening (Y) -> Sustainable Economic Business (Z)	0.126	0.129	0.040	3.149	0.002
The Role of Cooperation & MSMEs (X2) -> MSME Strengthening (Y) -> -> Sustainable Economic Business (Z)	0.079	0.079	0.038	2.060	0.040
Promotion Mix (X3) -> MSME Strengthening (Y) -> Sustainable Economic Business (Z)	0.217	0.216	0.047	4.604	0.000

Source: Author findings, 2023.

The coefficient value of the influence of entrepreneurial motivation on sustainable economic enterprises through strengthening MSMEs is 0.126, the standard error value is 0.040, the t-statistic value is 3.149 and the p-value is 0.002. Because the t-statistic value is 3.149 > 1.96 and the p-value is 0.002 <0.05, H8 is accepted. These results state that entrepreneurial motivation has a positive and significant effect on sustainable economic efforts through strengthening MSMEs[42]. The coefficient value of the influence of the role of cooperatives and MSMEs on sustainable economic efforts through strengthening MSMEs is 0.079, the standard error value is 0.038, the t-statistic value is 2.060 and the p-value is 0.040. Because the t-statistic value is 2.060 > 1.96 and the p-value is 0.040 < 0.05, H9 is accepted. These results state that the role of cooperatives and MSMEs has a positive and significant impact on sustainable economic enterprises through strengthening MSMEs.

The coefficient value of the influence of the promotion mixes on sustainable economic enterprises through strengthening MSMEs is 0.217, the standard error value is 0.047, the t-statistic value is 4.604 and the p-value is 0.000. Because the t-statistic value is 4.604 > 1.96 and the p-value is 0.000 < 0.05, H10 is accepted. These results state that the promotion mix has a positive and significant effect on sustainable economic efforts through strengthening MSMEs.

External factors consisting of aspects of government policy, socio-cultural and economic aspects, and aspects of the role of related institutions have a significant and positive influence on the internal factors of micro and small businesses with a contribution of 0.980 or 98%. External factors have a significant and positive influence on the performance of micro and small businesses with a contribution of 0.254 or 25.4%. Internal factors consisting of human resource aspects, financial aspects, operational technical aspects, and market and marketing aspects have a significant and positive influence on the performance of micro-businesses and small with a contribution of 0.792 or 79.2%.

5 Discussion

This sustainable business model has a role in achieving a sustainable future for MSMEs that responds to the economic, social, and environmental environment. Business model innovation for sustainability is defined as a creation that is positive and significant for the environment or society. This requires changes in the activities and all processes of the organization and its value network. Implementing sustainable business model practices that do not compromise the quality of life of the workforce, local communities, and surrounding communities is important for economic development. It's just that implementation requires a high level of commitment, especially for MSMEs. For this reason, the role of the MSME community is to maintain the sustainability of the commitment of MSMEs which carry out their business activities by considering triple bottom-line aspects. Strengthening the value proposition, value creation, and value capture aspects is also important for MSMEs in Indonesia to survive in the long term. Sudu Market, Baraka Market, and Cakke Market in Enrekang Regency, South Sulawesi Province have proven their role in keeping their community members from carrying out these activities.

Table 10. Role of Community towards Members

No.	Variables	Indicators
1	Economic dimension	Innovative products, technical skills, networks, partnerships, quality orientation, customer relations, and marketing.
2	Environmental dimensions	Care for the environment, cleanliness, waste awareness, environmental friendliness, initiative to provide environmental solutions, and recycling perspective.
3	Social dimension	Social care, employing local people, local potential, sponsoring social activities.
4	The role of the MSME community	The role of business development, the role of marketing, the role of environmental awareness, the role of networking, social activities, and community.

Source: Author's findings, 2023.

Table 10 regarding the role of the community towards members shows that the average results of all dimensions show that the community has a very good role in the progress of community members. MSME members feel very helpful, especially in the economic dimension. They are mentored and guided to move up a class in terms of their business so that their business can develop even better. What still needs to be improved is the social dimension because it has the lowest average value.

Achieving a sustainable business model in South Sulawesi Province, especially in Enrekang Regency, is not easy. It requires a high level of commitment because of the many limited capabilities of MSMEs themselves. The narrow scope of MSMEs and the relatively high costs of implementing a sustainable business model are the main obstacles for MSMEs when they have to fend for themselves. With community support, MSMEs will feel a lot of support which will make it easier to implement this sustainable business model. One of the solutions proposed by researchers to build an MSME community that supports the business sustainability of their community members is in Table 11 below:

Table 11. MSME community development solutions

Value proposition	**Value creation**	**Value capture**
Implementation of community activities is based on triple bottom line aspects by maximizing integration between companies (MSME members) with local potential and stakeholders so that it will bring holistic benefits.	The MSME community is on a consistent mission to change the mindset of its members so that they are committed to running a sustainable business related to managing their resources. Maintaining partnership relationships brings social and environmental benefits.	The role of the MSME community contributes to the external relations of MSME members. Low environmental costs and other provisions for MSME members will provide resilience for the development of MSME members.

Source: Author's findings, 2023.

Realized regional income for the first quarter of 2023 was recorded at IDR 2.01 trillion (19.85% of the 2023 budget ceiling), higher than the nominal realization in the same period in 2022 of IDR 1.39 trillion (15.17% of the 2022 budget ceiling). In line with this, actual expenditure in the first quarter of 2023 was recorded at IDR 986.94 billion (9.80% of the 2023 budget ceiling), higher

than the realization in 2022 of IDR 741.58 billion (8.14% of the 2022 budget ceiling). With this development, the South Sulawesi Provincial Government's budget recorded a surplus of IDR 1.02 trillion, higher than the previous year which recorded a surplus of IDR 646.40 billion. The actual income of 24 regencies/cities in the first quarter of 2023 in South Sulawesi was lower than in the first quarter of 2022.

Realized spending for all 24 regencies/cities in South Sulawesi increased, mainly contributed by increased spending on financial assistance and spending on goods and services. South Sulawesi's fiscal independence in the first quarter of 2023 increased compared to the same period in 2022. This is reflected in the ratio of the total PAD of all Regional Governments in South Sulawesi Province (Provincial Government and 24 Regency/City Governments) to total income which increased, from 24.16% to 26.19%. Apart from developing regional potential, increasing regional fiscal independence is also driven by better regional revenue management. Several factors driving this improvement are the implementation of the Central Government and Regional Government Financial Relations Act, increasing tax awareness through SPT reporting, as well as the Electronification of Regional Government Transactions in synergy with the Regional Digitalization Acceleration and Expansion Team in all Regencies/Cities in South Sulawesi Province.

6 Conclusions

Micro, small, and medium enterprises have been proven to be able to have a positive impact on economic growth and can influence increasing people's incomes and opportunities for employment opportunities. Special attention is required through regular coaching and supervision. Understanding the entrepreneurial motivation of business actors has a positive effect on creating and innovating, as well as understanding doing promotions, both offline and online, so that the products produced are quickly recognized by consumers. The implementation and availability of facilities and infrastructure for product exhibitions that are regular and scheduled every six months have a positive impact on increasing income, thus MSME business actors hope that the role of the Cooperatives and MSMEs Office in Enrekang Regency will appear to mediate the needs of business actors.

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