International Journal of Economics, Business and Innovation Research
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E-ISSN : 2964-0865
IJEBIR

The Role Of Business Model Innovation, Trust, And Customer Commitment In Sme Business Growth (A Study On Gamelan Craft Sme Business In Special Region Of Yogyakarta)

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Abstract

The purpose of this study was to investigate how customer loyalty, trust, and innovative business models affect the expansion of small and medium enterprises (SMEs), especially the gamelan craft SME "Special Region of Yogyakarta." Using quantitative methodology, this study collected data from up to 130 employees, managers, and owners of SMEs using questionnaires. The validity and reliability of the research instruments were tested through statistical data processing using SEM PLS and SPSS. The results of the study indicate that: 1) Business model innovation has a positive and significant effect on SME business growth; 2) Customer trust has a positive and significant effect on SME business growth; and 3) Business model innovation has a positive effect on SME business growth, which is mediated by customer commitment. The findings of this study indicate that in order to increase company growth, Special Region of Yogyakarta SME Managers must continue to promote innovation in business models, which include implementing digital technology and modernizing marketing tactics. Furthermore, management needs to concentrate on increasing consumer commitment and trust by improving the quality of goods and services and developing loyalty plans that will strengthen long-term relationships with clients.

Keywords: Business model innovation, customer trust, customer commitment, SME growth.

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INTRODUCTION

In the era of globalization and increasingly tight business competition, the growth of SME businesses is one of the main focuses that needs to be considered. Several factors that can affect the growth of SME businesses are business model innovation, trust, and customer commitment. According to Tjiptono (2015), business model innovation is a strategic step that can help SMEs to remain competitive in a changing market. In addition, customer trust and commitment also play an important role in maintaining customer loyalty and increasing sales.

According to research conducted by Choudhury et al. (2017), business model innovation can provide a competitive advantage for SMEs in facing increasingly fierce market competition. By adopting an innovative business model, SMEs can attract consumer interest and increase their market share. In addition, customer trust is also a key factor in building long-term relationships with customers. According to Kim et al. (2018), customer trust can help SMEs maintain customer loyalty and increase customer retention.

In addition to business model innovation and customer trust, customer commitment also plays a significant role in the growth of SME businesses. According to research conducted by Nguyen et al. (2019), customer commitment can increase customer retention rates and strengthen the relationship between SMEs and their customers. With customer commitment, SMEs can ensure that customers will remain loyal and faithfully use the products or services they offer.

Thus, it can be concluded that business model innovation, trust, and customer commitment have a very important role in the growth of SME businesses. Therefore, in-depth research on these factors is needed to help SMEs face increasingly complex market challenges.

The Indonesian economy is largely driven by the market share of small and medium enterprises (SMEs). In many countries, SMEs play an important role and drive economic growth (Huang et al. 2013; Huang et al. 2013; Hsu, Chang, and Luo 2017). Most people have a strong sense of entrepreneurship when they see small and medium enterprises operating, and these businesses can boost a country's economy. Micro, Small, and Medium Enterprises (SMEs) are defined by Law Number 20 of 2008 concerning Micro Enterprises as productive economic enterprises that operate independently and are run by individuals or business entities that are not branches or subsidiaries of companies that are directly or indirectly owned, controlled, or involved in large businesses. Due to their innovative nature and basic origins, Micro, Small, and

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Medium Enterprises (SMEs) have emerged as key players in Indonesia's economic development and improvement initiatives.

The expansion of small and medium enterprises (SMEs) is very important to do if they want to maintain their economic contribution to Indonesia. Increasing turnover and the number of staff are two aspects of company expansion. As a result, along with the expansion of the company, its sales will also increase, which requires the recruitment of additional staff. Developing the competitiveness of SMEs is necessary for their business expansion. Small and medium enterprises (SMEs) face several challenges in maintaining their competitiveness, which means they must continue to develop their business strategies to stay ahead of their competitors. For businesses in the creative industry, the company's innovation capacity can have a positive impact on the sales or production of goods made by SMEs. Business can grow faster if SMEs have learned how to become better innovators. SMEs need to continue to innovate their business models in order to compete (Achtenhagen et al., 2013). Businesses must provide high-quality services to meet the increasingly diverse needs of their clients.

Customer loyalty and trust are important determinants of business success, in addition to BMI. Organizations can promote word-of-mouth communication by fostering client commitment and trust through increasing consumer trust and commitment. The purpose of a company in producing goods or services is to win the trust of customers, win their loyalty, and build lasting relationships with them.

This study is based on previous research by Chen, Liu, and Wang (2021), which will be applied to small and medium-sized enterprises. The impact of business model innovation on SME expansion will be examined in this study. Furthermore, the impact of customer trust and customer commitment on the ability of business model innovation to mediate the growth of SME companies is examined by researchers.

LITERATURE REVIEW

Innovation Management

Innovation management is a branch of management that focuses on managing and implementing innovation to achieve sustainable competitive advantage, including the development of products, processes, business models, and organizational strategies (Tidd & Bessant, 2018). Chesbrough (2003) divides innovation into *open innovation*, which involves external collaboration with stakeholders, and *closed innovation*, which focuses on internal development. Sabatier et al. (2010) emphasize the importance of an innovation culture that supports creativity, experimentation, tolerance for failure, and

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appreciation for new ideas. The success of innovation depends on a holistic approach involving policies, organizational structures, and support systems to create adaptive and relevant solutions amidst market and technology dynamics.

Consumer Trust

According to Hosmer (1995), trust is the belief that another party will not take advantage of an opportunity to act opportunistically. The capacity to entrust something to a colleague because of a belief is another definition of trust (Moorman et al., 1992). Meanwhile, trust is defined by Anderson and Weitz (1989) as the belief held by one party that needs will be met in the future by a partner or other party. According to some experts, one of the key elements that influences relationship marketing performance is client trust (Berry 2014; Morgan and Hunt 1994; Garbarino and Johnson, 1999).

Consumer Commitment

Commitment is an important element in relationship marketing performance, which affects the stability of the relationship between a business and its target market (Dwyer et al., 1987). According to Morgan and Hunt (1994), commitment is the belief that building relationships with other parties is essential to achieving the best results for both parties. Chen et al. (2021) emphasized that commitment is the foundation of relational exchange, which helps reduce risk, increase stability, and inhibit opportunism in cooperative relationships between businesses and markets. Garbarino and Johnson (1999) explained that commitment is a business's desire to establish relationships with potential consumers and uphold prevailing values. Selnes (1995) defined commitment as an effort to identify future client needs. Wetzels, De Ruyter, and Van Birgelen (1998) stated that commitment is built on two assumptions, namely a good attitude from both parties in building relationships and the belief that the relationship is long-term. To obtain optimal benefits, sellers must commit to providing high-quality goods and services (Hartline & Ferrell, 1996), which includes various efforts to improve service quality and meet buyer expectations consistently.

Small and Medium Enterprises (SMEs)

Small and medium enterprises (SMEs) have various definitions based on legal requirements and institutional standards. According to the Central Statistics Agency (BPS), the number of employees is used as the main measure in defining SMEs. Small businesses employ 5 to 19 people, while medium businesses have between 20 and 99

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employees. In addition, Law No. 20 of 2008 states that micro businesses must not have a net worth of more than IDR 50,000,000.00, excluding land and buildings for business premises, or annual sales of more than IDR 300,000,000.00. Another definition from Zulkarnain (2006) states that micro businesses are small businesses carried out by individuals on a small scale and may not have been officially registered with a legal entity.

In the context of small businesses, net worth must not exceed IDR 50,000,000.00, while for small businesses, this limit increases to IDR 500,000,000.00. Annual sales of small businesses range from Rp 300,000,000.00 to Rp 2,500,000,000.00, excluding the value of land and buildings. Meanwhile, medium-sized businesses can have net assets between Rp 500,000,000.00 to Rp 10,000,000,000.00 with annual sales of more than Rp 2,500,000,000.00, as explained by Tohar (2000). This classification of SMEs is based on assets and sales levels, and helps distinguish micro, small, and medium businesses based on their scale and impact on the economy.

Business Growth

Company or organizational growth is a process that determines how well a company operates and how it operates. Sales growth and business growth are often correlated because increased sales can be a sign that a company's operations are running well. Thus, increased sales will provide an opportunity for the company to increase revenue and be able to continue to survive (Rudyawan & Badera, 2009). Every company or corporation needs business growth in order to survive and thrive, claims Durmaz, Ilhan, and Ilhan (2015). Thus, in order to remain competitive, companies and corporations need to innovate both in their operations and goods. Quantitative and qualitative factors can be used to measure growth. Increased production measured by sales volume, revenue, product categories, and human resources (staff and capital) is known as quantitative growth. On the other hand, qualitative growth is an increase in business components including finance, production, marketing, and human resource planning. Yang (2012) lists the following as indicators of business growth: 1. Increased number of clients. 2. Increased product quality. 3. Increased profits. 4. Improved quality of human resources.

RESEARCH FRAMEWORK

Based on the description and explanation of theoretical investigations and hypotheses, a research model can be created which is used in this research. This research model is shown in the following figure:

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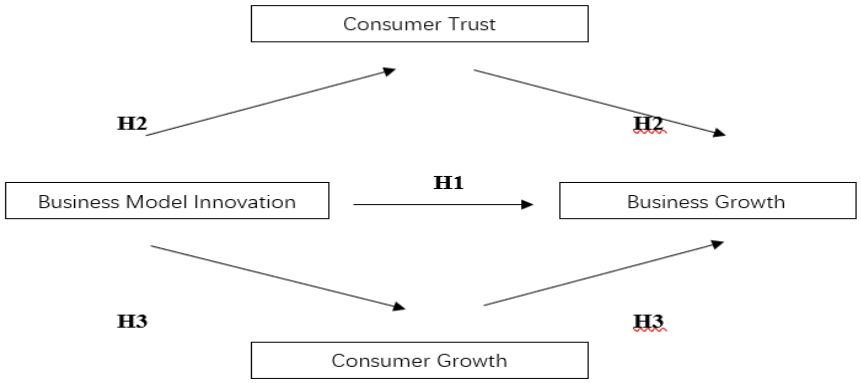


Figure 1. Research Framework

H1: Business model innovation has a positive and significant effect on SME business growth.
H2: Business model innovation has a positive and significant effect on SME business growth through customer trust as a mediating variable.
H3: Business model innovation has a positive and significant influence on SME business growth through customer commitment as a mediating variable.

RESEARCH METHODS

This study uses a quantitative methodology using a questionnaire method given to 100 research respondents. Data collection was carried out through observation of social activities, attitudes, and perceptions of individuals or groups related to the research object. The population studied was owner of Special Region of Yogyakarta SMEs, and the sample was selected using a *purposive sampling* technique, which considers certain factors. Data were collected through questionnaires and analyzed descriptively to explain the current condition of the variables. The Likert scale was used as a measurement tool to assess respondents' perceptions of the research variables.

RESULTS

From the results of the questionnaires distributed, 130 respondents were obtained. From a number of respondents, data analysis was then carried out using model evaluation. The evaluation of the measurement model was tested using several indicators, including:

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Statistics Analysis

Outer Model Testing (Measurement Model)

Convergent Validity Testing

An indicator is said to be valid if the loading factor of an indicator is positive and greater than 0.7 and the AVE value is more than 0.5. The loading factor value shows the weight of each indicator/item as a measure of each variable. An indicator with a large loading factor indicates that the indicator is the strongest (dominant) measure of the variable.

Table 2. Convergent Validity Testing Results

Variable	Item	Loading Factor	AVE	Results
Business Model Innovation	IM1	0.869	**0.743**	**Valid**
	IM10	0.874		**Valid**
	IM2	0.867		**Valid**
	IM3	0.859		**Valid**
	IM4	0.852		**Valid**
	IM5	0.852		**Valid**
	IM6	0.871		**Valid**
	IM7	0.853		**Valid**
	IM8	0.850		**Valid**
	IM9	0.872		**Valid**
Consumer Trust	KE1	0.905	**0.797**	**Valid**
	KE2	0.873		**Valid**
	KE3	0.871		**Valid**
	KE4	0.921		**Valid**
Consumer Commitment	KO1	0.868	**0.760**	**Valid**
	KO2	0.843		**Valid**
	KO3	0.872		**Valid**
	KO4	0.882		**Valid**
	KO5	0.876		**Valid**
	KO6	0.865		**Valid**
	KO7	0.889		**Valid**
	KO8	0.878		**Valid**
	PB1	0.869	**0.752**	**Valid**

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SME's Business Growth	PB2	0.879		**Valid**
	PB3	0.870		**Valid**
	PB4	0.858		**Valid**
	PB5	0.859		**Valid**

Based on table 2, it is known that the loading factor value produced by each indicator is more than 0.7 and the AVE value is more than 0.5. Thus, these indicators are declared valid as a measure of the latent variables.

Discriminant Validity Testing

Discriminant validity measures the validity of the model by examining the cross loading value and the Fornell-Larcker criterion, which shows the correlation between the construct and its indicators compared to other constructs. Discriminant validity is considered good if the square root value of the Average Variance Extracted (AVE) of each construct is higher than the correlation between the construct and other constructs in the model.

Table 3. Fornell Larcker Criterion

Variable	Business Model Innovation	Consumer Trust	Consumer Commitment	SMEs Business Growth
Business Model Innovation	**0.862**			
Consumer Trust	0.491	**0.893**		
Consumer Commitment	0.447	0.538	**0.872**	
SMEs Business Growth	0.460	0.513	0.547	**0.867**

Table 4. Cross Loading Results

Item	Business Model Innovation	Consumer Trust	Consumer Commitment	SMEs Business Growth
IM1	**0.869**	0.421	0.399	0.402
IM10	**0.874**	0.338	0.332	0.375
IM2	**0.867**	0.389	0.384	0.456
IM3	**0.859**	0.449	0.395	0.352
IM4	**0.852**	0.428	0.351	0.427
IM5	**0.852**	0.441	0.419	0.368
IM6	**0.871**	0.453	0.405	0.411

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IM7	**0.853**	0.464	0.368	0.333
IM8	**0.850**	0.415	0.333	0.355
IM9	**0.872**	0.423	0.446	0.465
KE1	0.472	**0.905**	0.543	0.502
KE2	0.413	**0.873**	0.406	0.399
KE3	0.420	**0.871**	0.505	0.452
KE4	0.445	**0.921**	0.456	0.472
KO1	0.412	0.466	**0.868**	0.505
KO2	0.327	0.450	**0.843**	0.398
KO3	0.385	0.491	**0.872**	0.526
KO4	0.393	0.502	**0.882**	0.508
KO5	0.357	0.454	**0.876**	0.458
KO6	0.457	0.481	**0.865**	0.434
KO7	0.377	0.452	**0.889**	0.494
KO8	0.397	0.450	**0.878**	0.476
PB1	0.354	0.486	0.518	**0.869**
PB2	0.489	0.408	0.421	**0.879**
PB3	0.406	0.523	0.503	**0.870**
PB4	0.299	0.397	0.465	**0.858**
PB5	0.441	0.396	0.460	**0.859**

Based on tables 4 and 5, the cross loading value on each item has a value > 0.70, and also each item has the largest value when connected to its latent variable compared to when connected to other latent variables. This shows that each variable in this study has correctly explained its latent variable and proves that the discriminant validity of all items is valid.

Reliability Testing

Table 5. Reliability Testing Results

Variable	Cronbach's Alpha	Composite Reliability
Business Model Innovation	0.962	0.967
Consumer Trust	0.915	0.940
Consumer Commitment	0.955	0.962
SMEs Business Growth	0.918	0.938

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Based on the table above, it can be seen that the composite reliability value of all research variables is > 0.7 and Cronbach Alpha > 0.7. These results indicate that each variable has met the composite reliability and Cronbach alpha so that it can be concluded that all variables have a high level of reliability. So that further analysis can be carried out by examining the goodness of fit model by evaluating the inner model.

Inner Model (Structural Model)

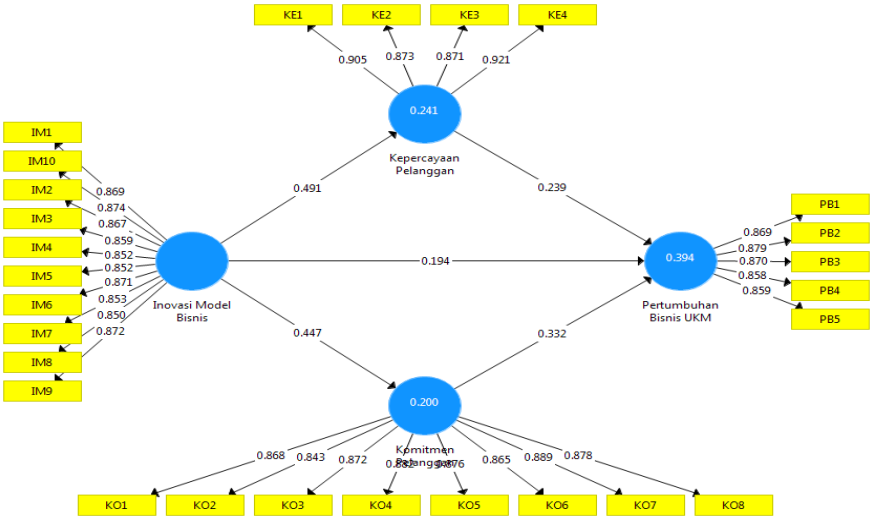


Figure 2. Structural Model

The evaluation of the PLS structural model begins by looking at the R-square of each dependent latent variable. Table 6 is the result of the R-square estimate using PLS.

R-Square (R^2)

Table 6. R-Square Testing Results

Variable	R-	R-*Square*
Consumer Trust	0.24	0.233
Consumer Commitment	0.20	0.192
SMEs Business Growth	0.39	0.375

Based on table 6, the R-Square value shows that the Customer Trust variable can be explained by the independent variable of 24.1%, Customer Commitment of 20.0%,

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and SME Business Growth of 39.4%, while the remaining 75.9%, 80.0%, and 60.6% are explained by other variables not examined in this study.

Predictive Relevance (Q-Square)

Table 7. Predictive Relevance

Variable	Q^2 (=1-SSE/SSO)	Results
Consumer Trust	0.177	Has a predictive relevance
Consumer Commitment	0.139	Has a predictive relevance
SMEs Business Growth	0.279	Has a predictive relevance

Based on the data presented in the table above, it can be seen that the Q square value on the dependent variable is > 0. By looking at this value, it can be concluded that this study has a good observation value because the Q square value is > 0 (zero).

Hypotesis Testing

Table 8. Hypotesis Testing Results

Variable	Original Sample (O)	T Statistics (| O/STDEV |)	P Values
Business Model Innovation -> SMEs Business Growth	0.194	2.068	0.039
Business Model Innovation -> Consumer Trust -> SMEs Business Growth	0.118	2.050	0.041
Business Model Innovation -> Consumer Commitment -> SMEs Business Growth	0.148	2.082	0.038

Based on the results of hypothesis testing using the bootstrapping method, three main findings were obtained. First, business model innovation has a positive and significant effect on SME business growth with a coefficient value of 0.194, p-values 0.039 <0.05, and t-statistics 2.068> 1.960, so the first hypothesis is accepted. Second, customer trust is proven to mediate the effect of business model innovation on SME business growth with a coefficient value of 0.118, p-values 0.041 <0.05, and t-statistics 2.050> 1.960, so the second hypothesis is accepted. Third, customer commitment also mediates

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the effect of business model innovation on SME business growth with a coefficient value of 0.148, p-values 0.038 <0.05, and t-statistics 2.082> 1.960, so the third hypothesis is accepted.

DISCUSSION

The results of the study indicate that business model innovation has a positive and significant effect on SME business growth, in line with the findings of Latifi et al. (2021) which states that business model innovation increases SME competitiveness and expands the market. This innovation allows SMEs to create new ways of generating and capturing customer value, which ultimately drives business growth. This finding is also supported by research by Bouncken et al. (2021), which states that business model innovation provides the competitive advantage and flexibility needed by SMEs to respond to market dynamics. In addition, research by Wang et al. (2023) shows that business model innovation not only strengthens SME growth but also strengthens relationships with customers, increasing trust and commitment that contribute to loyalty and sustainable growth.

In terms of the effect of business model innovation on SME business growth mediated by customer trust, this study confirms the hypothesis that customer trust mediates the relationship. This finding is in line with research by Ferreras-Mendez (2021) and Shah et al. (2021) which shows that customer trust is an important bridge between innovation and business growth. Innovation that is relevant and valuable to customers strengthens trust, which then increases loyalty and business growth. Wang et al. (2023) also support this finding, emphasizing that customer trust magnifies the impact of innovation on growth by creating higher value for customers, enabling SMEs to maintain competitiveness and sustain stable growth.

This study also found that customer commitment mediates the effect of business model innovation on SME growth, as stated by Santoso et al. (2020) and Timotius (2023). Innovation carried out by SMEs increases customer commitment, which leads to loyalty and sustainable growth. Strong commitment allows SMEs to retain existing customers and strengthen their position in the market. Faloye & Owoeye (2023) added that the right innovation can strengthen customer commitment, which not only continues to use the product but also recommends it to others. Based on these findings, SMEs need to focus on innovation that builds customer commitment to maintain business stability in the future.

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CONCLUSION

Based on the research results, business model innovation has been proven to have a positive and significant effect on the growth of SME businesses, both directly and through the mediation of customer trust and commitment. Business model innovation enables SMEs to create added value, increase competitiveness, and expand markets, which contribute to business growth. Customer trust acts as a mediator by strengthening the relationship between innovation and growth through increased customer loyalty and satisfaction, while customer commitment helps build emotional and functional bonds that support business sustainability. Thus, innovation that focuses on building customer trust and commitment is the main key to driving significant and sustainable SME growth.

RESEARCH LIMITATIONS

This study is limited to a select number of SMEs, so the results may not be generalizable to the entire SME sector in Indonesia because variations in business characteristics, products, and marketing strategies among SMEs may affect the relevance of the findings. In addition, some variables such as customer trust and commitment are measured based on individual perceptions, which are subjective, so they may affect the accuracy of the results because owner's views are influenced by different external factors and contexts.

RECOMMENDATION

SMEs are advised to consistently implement innovation in their business models by adopting new technologies, updating marketing strategies, and developing products according to market needs, because continuous innovation will increase competitiveness and support long-term growth. In addition, it is important for SMEs to build customer trust and commitment through communication transparency, improving product and service quality, and loyalty programs and personal interactions to strengthen customer relationships and drive business growth. Further research is needed to explore other external and internal factors, such as economic conditions and management, that may affect SME growth in various sectors.

MANAGERIAL IMPLICATIONS

Based on the research results, SMEs need to actively implement business model innovation to maintain competitiveness and support long-term growth, including utilizing digital technology, creating products that are relevant to consumer needs, and updating

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marketing strategies. Continuous innovation can strengthen customer relationships and trust, which ultimately increases long-term loyalty and commitment. In addition, customer trust and commitment have been shown to mediate the effect of innovation on SME growth, so managers must focus on improving product quality, services, and transparency in communication. Loyalty programs and personalized service can strengthen customer commitment, help retain loyal customers, and encourage sustainable growth.

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