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The Impact of Creativity, Work Motivation, and Entrepreneurial Commitment on Business Performance in Indonesian Specialty Food Industry

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Abstract: This mixed-method study explored the complex connections between creativity, work motivation, entrepreneurial commitment, and SME success in the ever-evolving specialty food industry. While previous studies have extensively explored the impact of various variables on business performance, there has been little emphasis on understanding how these factors specifically affect the Indonesian specialty food industry. The study aimed to investigate how these variables brought impact on business performance in the Indonesian specialty food industries. With a focus on 270 culinary entrepreneurs operating within the small and medium-scale sector in Indonesia, this research employed a comprehensive approach, encompassing documentation, observation, structured questionnaires, and interviews. The findings illuminated the substantial influence of creativity, work motivation, and entrepreneurial commitment on business performance. In light of these discoveries, this study offered invaluable insights for policymakers, industry stakeholders, and entrepreneurs alike, emphasising the need for tailored strategies and support mechanisms that could cater to the unique demands of the specialty food industry. By delving into these essential elements, this study seeks to empower individuals and organizations in the specialty food industry to maximize their efficiency and strengthen their dedication to entrepreneurship, leading to increased success in the market. Affirming the established link between creativity, motivation, and entrepreneurial commitment, this study introduced novel insights, suggesting that these factors played a pivotal role in driving innovations across goods production, business strategies, marketing and sales, as well as policies, thereby providing a foundation for accelerated advancements in entrepreneurial endeavors.

Keywords: Creativity, Entrepreneurship, Entrepreneurial commitment, performance, and work motivation.

Introduction

In recent years the specialty food industry has experienced significant expansion, driven by shifting consumer preferences, increased awareness of sustainability and nutritional value, and a growing demand for distinctive and high-quality food products. Small and Medium-sized Enterprises (SMEs) play a pivotal role in this evolving business landscape, significantly contributing to creativity, diversity, and innovation (Valaei et al., 2017; Wasim et al., 2022). The success and lasting viability of SMEs in this industry depend on a variety of factors, but one of the most important is the level of dedication to entrepreneurship shown by the company's owners and leaders.

The entrepreneurial commitment, characterised by a deep and unwavering dedication to the business, serves as the fundamental driving force that profoundly influences the achievements of SMEs in various ways (Khusniyah et al., 2015; Tasnim & Singh, 2016). This research article aimed to delve into the complex relationship between entrepreneurial commitment, creativity, work motivation, and SME success within the Specialty Food Industry. By exploring this interconnected web, the objective was to provide valuable insights for entrepreneurs, policymakers, and stakeholders in the industry. While previous research has explored the connection between entrepreneurial dedication and the success of small and medium-sized enterprises (SMEs) in different settings (Ahmad et al., 2010; Javalgi & Todd, 2011; Jemal, 2020), a deeper investigation was warranted in order to comprehend the nuances of this association, especially within the specialty food industry. In this particular industry, where the development of unique and high-quality products often stems from passion and dedication, the level of entrepreneurial commitment assumes a particularly prominent role.

Entrepreneurs within the specialty food industry are renowned for their profound enthusiasm for gastronomy and their aspiration to deliver exceptional culinary experiences to consumers. This fervor

frequently translates into a profound commitment to their ventures. Entrepreneurs with strong dedication often invest more time, effort, and resources into areas such as product innovation, quality control, and marketing (Baregheh et al., 2012). This commitment has the potential to lead to elevated product quality, enhanced customer loyalty, and ultimately, improved performance for SMEs in the sector. In the present study, was made an attempt to investigate the interplay between entrepreneurial commitment, creativity, work motivation, and small and medium-sized enterprise (SME) success within the specialty food industry. Through empirical analysis and data collection, the aim was to elucidate the relationships and mechanisms that underpin exceptional performance in this sector. This research endeavored to contribute to the scientific understanding of the determinants of success in entrepreneurial ventures, with a focus on the unique context of the specialty food market.

Problem Statement

The Indonesian specialty food sector is characterised by its dynamic and varied nature, consisting of a multitude of small and medium-sized enterprises (SMEs) that make a substantial contribution to the country's economic growth. However, the specific mechanisms through which creativity, work motivation, and entrepreneurial commitment operate in this scenario have not been fully explored (Todingbua et al., 2018). To explore the strategies employed by businesses in the Indonesian specialty food sector to achieve sustainable growth and gain a competitive edge, it is important to examine how these enterprises utilise creativity, foster work motivation, and demonstrate entrepreneurial commitment. Additionally, it seeks to offer practical advice to small and medium-sized enterprises (SMEs), policymakers, and industry stakeholders in the thriving Indonesian specialty food sector, helping them achieve long-term success.

A myriad of previous studies about the impact of creativity, work motivation, and entrepreneurial commitment on business performance has been extensively reported in the literature (Mahmood et al., 2018; Nadhar et al., 2017; Slamet et al., 2021; Srimulyani & Hermanto, 2022; Ximenes et al., 2019); however, there has been little attention given to exploring the impact of these variables on the Indonesian specialty food industry. This sector is growing very rapidly in the region and calls for further investigation to understand how these SMEs manage their creativity, business motives, and business spirit within the realm of food industry.

Research Aim and Research Questions

This research sought to fill the current void in the literature by conducting a thorough examination of the connections between creativity, work motivation, and entrepreneurial commitment, and how they collectively influence the business performance of small and medium-sized enterprises (SMEs) in the specialty food industry in Indonesia. A previous study by Todingbua et al. (2018) mainly explored the variables quantitatively within a general business context, while this study was sought to investigate an in-depth understanding of how they brought impact on SMEs. This study aimed to provide significant insights that can inform strategic decision-making, policy creation, and managerial practices in the Indonesian culinary industry by exploring the complexities of these relationships. Therefore, a research question was formulated to guide this study: *What is the impact of creativity, work motivation, and entrepreneurial commitment on business performance of SMEs in Indonesian specialty food industry?*

Literature Review

Creativity

The concept of entrepreneurship originated during the 18th century, aligning with significant technological advancements such as the steam engine and spinning machines. The principal objective

of early entrepreneurs was to achieve growth and organisational expansion by means of invention and creativity. The entrepreneurship, in its most basic definition, pertains to those who exhibit a courageous willingness to undertake risks in order to capitalise on opportunities, even in situations characterised by uncertainty. Putera et al., (2021b) assert that the manifestation of an entrepreneurial spirit and dedication is achieved through the application of creative and inventive cognitive processes.

Creativity refers to an individual's capacity to generate original ideas or create innovative goods that possess inherent value, precision, pertinence, and advantageous qualities for heuristic endeavors. According to Frinces (2004), the concept involves being open-minded to different experiences, making unique observations, finding solutions to conflicting opinions, and showing confidence, independence, and a readiness to take calculated risks. The concept of the creativity has been widely seen as an ongoing and iterative process that necessitates sustained dedication and the refinement of ideas and solutions (Mazla et al., 2020).

Creativity plays a crucial role not only in businesses but also in guiding entrepreneurs in making strategic decisions during the process of creating and developing their businesses. According to Tu and Yang (2013), creativity serves as a catalyst for innovation, resulting in the emergence of novel enterprises and improved goods, hence enhancing the competitiveness of corporations. According to Mazla et al., (2020), creativity refers to the capacity to generate novel concepts and identify innovative approaches for addressing challenges and uncovering prospects within the realm of entrepreneurship. The significance of creativity in motivating entrepreneurs to recognise novel company prospects underscores the pivotal role of innovation and entrepreneurship in fostering economic expansion (Tu & Yang, 2013). According to Kabukcu (2015), creativity is regarded as a fundamental element and a crucial determinant in the attainment of success in the establishment of novel enterprises.

The close relationship between creativity and entrepreneurship highlights the necessity of consistently cultivating creativity in order to develop an entrepreneurial attitude (Brøndum et al., 2018). According to Mickiewicz and Kaasa (2022), creativity plays a crucial role in facilitating the recognition of potential chances and ensuring the effective utilisation of business prospects. In simpler terms, creativity is essential for the success of small and medium-sized businesses, especially in industries like the Specialty Food Industry, as it helps drive innovation and enhance their accomplishments. An in-depth understanding of how entrepreneurship, creativity, and innovation interact is crucial for entrepreneurs, policymakers, and researchers aiming to boost entrepreneurial achievement and stimulate economic development

Work Motivation

Employees who are highly motivated tend to perform tasks more effectively than those with lower levels of motivation. Motivation is affected by the five levels of human needs identified by Abraham Maslow's the hierarchy of requirements (Robbins, 1996): physiological, safety, social, esteem, and self-actualisation. Individuals' motivation to work can be broken down into three basic necessities, including needs, desires, and incentives (Luthans, 2011). Entrepreneurs are motivated by their pursuit of material success, self-improvement, social advancement, and the satisfaction of making a positive impact on the world (Kusa et al., 2021). Entrepreneurs are motivated by more than just money - they are inspired by the pride of achieving goals, autonomy, personal growth, and the opportunity to create a meaningful impact on society (Tlaiss, 2015). Economic (pull) factors and non-economic (push) factors can both influence entrepreneurial motivation, with non-economic motivations typically being more potent for SMEs (Tlaiss, 2015). In the workplace, motivation is the driving force that pushes individuals to accomplish their tasks. It includes the amount of work put in and the determination shown to succeed (George & Jones, 2012). Behaviour, effort, and perseverance are all indicators of an individual's level of

motivation. All of these factors combine to affect a person's level of dedication and motivation to succeed.

The work motivation, in a nutshell, is the emotional and mental condition that makes people want to get things done and feel confident that they can succeed. Factors such as internal drives and environmental cues interact to shape an employee's motivation, which in turn affects their work output. To understand what motivates individuals to excel in their careers, it is essential to explore the different factors that contribute to job motivation.

Entrepreneurial Commitment

Broadly speaking, there are two main perspectives on the concept of entrepreneurship: one side perceives entrepreneurship as a procedural phenomenon, while the other regards it as a creative skill. According to Hisrich and Peters (2005) entrepreneurship can be defined as a methodical means of generating novel ideas or concepts, taking into account both potential risks and anticipated returns. In contrast, Wijayanto (2012) view business as a dynamic entity that involves the creation or pursuit of profits and the enhancement of general well-being. According to Drucker (2006), entrepreneurship is fundamentally rooted in the ability to generate novel and distinctive ideas through creative cognition and innovative endeavors, with the aim of capitalising on emerging prospects. Based on the perspectives of these experts, one can contend that entrepreneurs, in their pursuit of commercial ventures, consistently demonstrate a steadfast dedication to the principles of originality, achieved through the application of imaginative and creative thinking and innovations.

The etymology of the phrase "commitment" may be traced back to its Latin root "committee," which encompasses the notions of consolidation, unity, trust, and action (Snyder, 1994). According to (Jacobsen, 2000), the concept refers to an individual's ability to maintain a genuine and enthusiastic commitment to their work inside an organisation. In contrast, Long and Schiffman (2000) posits that the commitment can be seen as a symbolic or tangible expression frequently linked to a solemn promise or a connection to a particular course of action. Hence, the commitment may be regarded as the manifestation of an individual's disposition and conduct rooted in loyalty, empowering them to continue their work and engagement in activities related to their career, the values, and goals of the organisation, in order to improve their overall well-being and satisfaction. According to Robbins and Judge, (2013), the commitment can be understood as a manifestation of a person's loyalty to the organisation, which encompasses their readiness to uphold and advance the organisation's values and goals. In a similar vein, Crow et al. (2012) explicates commitment as a psychological state experienced by individuals within an organisation, characterised by their devotion and dedication to the organisation's established goals. According to Alwi (2001), commitment can be defined as an individual's disposition to remain inside an organization and actively participate in endeavours aimed at accomplishing the business's goals, ambitions, and desired results.

Drawing upon the aforementioned conceptualisation of entrepreneurship, it can be posited that entrepreneurial commitment constitutes a manifestation of attitude and conduct, whereby an individual demonstrates resilience and actively partakes in endeavors aligned with the core principles of entrepreneurship while managing a business. According to Currie and Dollery (2006), the notion of entrepreneurial commitment encompasses the notion of consistency, which is derived from attitudes, beliefs, and behaviours resulting from the decision to embrace or reject a specific objective. Similarly, according to Colquitt et al. (2011), the commitment can be defined as an individual's inclination to maintain their affiliation with the organisation in which they are employed.

Based on the aforementioned viewpoints, it can be argued that entrepreneurial commitment refers to an individual's disposition and conduct in upholding the individual principles of business

ownership, which are geared towards the aspiration to generate originality in both processes and outcomes, with the ultimate goal of enhancing quality of life. The aforementioned concept pertains to the manifestation of an individual's disposition and character, as evidenced by their conduct, which is directed towards the advancement and safeguarding of the principles and objectives of their respective enterprise or institution.

Business Performance

The mindsets and actions of successful business owners reveal a common set of competencies. Achieving the desired level of performance or outcomes can be greatly aided by directing one's attitude and behaviour. In the context of entrepreneurship, the term "performance" encompasses both individual and organizational outcomes (Putera et al., 2021a). It's a log of the results that occur from doing certain things on the job for a certain amount of time, and it shows how well an employee does their work. Many different metrics are used to evaluate business success (Lumpkin & Dess, 2001). Performance, as defined by Bernardin and Russel (1998) and Cascio (2003), is the outcome of an employee's efforts in completing their duties. Robbins (1996) offers the formula $\text{performance} = f(A \times M \times O)$ to describe the relationship between inventiveness (A), motivation (M), and luck (O). Hersey and Blanchard, in a similar vein, stress the significance of inspiration and motivation to productivity.

Sales, profitability, ROI, and market share are only a few measures of a company's success (Keh et al., 2007). It is the result of the company's day-to-day operations and is represented in the company's long-term strategy (Moehariono, 2009). When assessing a company's success, it's important looking at more than just its bottom line (Reijonen & Komppula, 2007): the factors include how happy customers are, how well employees are treated, how high the quality of their products is, and how much money they make. Non-financial success metrics are generally given more weight than profit maximization by SME owners and operators. Therefore, the term "performance" in the context of entrepreneurship refers to both personal and organisational success. Creativity, motivation, and opportunity all play a role, as do a wide range of non-financial measures that reflect many facets of success. Beyond financial measurements, factors such as customer satisfaction, work satisfaction, product quality, and the general happiness of business owners are taken into account when evaluating the performance of entrepreneurs in small and medium-sized enterprises.

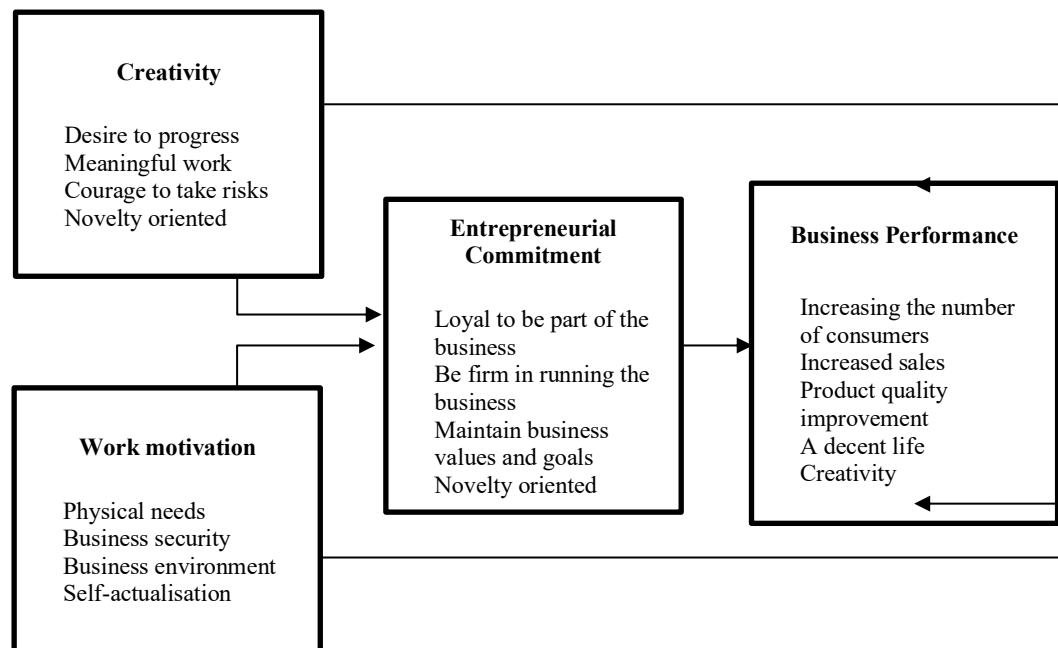
Research Methodology

Research Design

This mixed-method study (Creswell & Clark, 2018) utilised both quantitative and qualitative methods to investigate how creativity, work motivation, and entrepreneurial commitment influence the success of SMEs in the specialty food industry. The combination of methods was used for numerous reasons. Given the complexity of the Specialty Food Industry, it offered an all-inclusive perspective. Quantitative data showed patterns and relationships, but it might miss details. Interviews provided qualitative information on industry-specific motives, problems, and contextual insights. Second, qualitative inquiry helped identifying entrepreneurial motives, SME owner issues, and the Specialty Food Industry's specific context. It helped researchers get from "what" to "why" and "how." More importantly, quantitative trends and qualitative narratives gave policymakers, industry stakeholders, and entrepreneurs actionable insights to create strategies, support mechanisms, and policies that better address Specialty Food Industry entrepreneurship. Thus, the mixed-method approach provided a solid foundation to study this crucial component of SME performance and entrepreneurial commitment in this industry.

Figure 1

Research Paradigm



Participants

The participants in this research were entrepreneurs engaged in the culinary sector specialising in traditional food, operating on a small and medium scale, and located within the city of Makassar, Indonesia. The research population comprised a substantial number of such entrepreneurs, although the exact count was not precisely known due to its large size. From this population, a sample of 270 respondents was selected using a systematic sampling method, following the calculations outlined by Isaac and Michael (1995). This approach aimed to ensure that the selected sample accurately represents the true characteristics of the entire population. The study's participants primarily consisted of culinary entrepreneurs who run their businesses on a small to medium scale and have been in operation for at least one year. These individuals represent business owners with relatively little of experience in business and establishments that fall between big enterprises and microenterprises.

Data Collection

Data for this research was gathered through a multifaceted approach that encompassed documentation, direct observation, structured questionnaires employing Likert scales (ranging from 1 to 5) to measure respondents' perceptions, and face-to-face interviews. Secondary data, serving as background information, was gathered through documentation. Primary data, through firsthand observation, questionnaires, and interviews. Observation allowed for direct recording of real-life situations and behaviors. Questionnaires facilitated systematic data collection by asking specific questions to respondents, while interviews provided a platform for in-depth exploration and validation of information obtained through other means. These varied data collection methods were carefully chosen to ensure a thorough and reliable dataset that met the research objectives.

Table 1*Instrument Reliability Test Results Research Variables*

No	Variables	Nilai Crombach's Alpha	Hasil Analisis
1	Creativity	0.777	Valid
2	Work motivation	0.855	Valid
3	Entrepreneurial commitment	0.878	Valid
4	Business performance	0.899	Valid

Data sources processed (2023)

Data Analysis

The data underwent a comprehensive analysis process involving three key steps: 1) setting up the necessary instruments, 2) tabulating the data to make sense of it, and 3) applying the findings in light of the study's aims and methodology. Descriptive analysis and Structural Equation Modelling (SEM) with SPSS version 26 were applied to the quantitative data. Using a Likert scale, a descriptive study was conducted to see how participants rated their own levels of entrepreneurial commitment. Then, structural equation modelling (SEM) was utilised to examine the intricate relationship between external and internal factors, while also exploring the direct and indirect effects among the variables being studied. The SEM method combined a number of statistical methods into one comprehensive study. It involved things like developing a predictive model (which is similar to structural modelling and regression) and verifying the validity and reliability of instruments (which is like conducting a confirmatory factor analysis). Ordinal data were transformed into interval data using the Method of Successive Intervals (MSI) so that they could be used in a structural equation model. The following were the steps involved in SEM data analysis: A clear structural relationship diagram was established, reflecting the proposed hypothetical proportions and their associated structural equations, delineating exogenous and endogenous variables within the model. Regarding the qualitative data obtained from the interview, the data were analysed using thematic analysis to identify themes and sub themes (Braun & Clarke, 2006). This process went through six consecutive stages: 1) the data understanding, 2) coding, 3) identifying themes, 4) analysing themes, 5) categorising themes, and 6) writing a report.

Research Results

This study illuminated the dynamic and diverse character of entrepreneurship, particularly in SMEs. Entrepreneurship drives economic growth and innovation, so understanding its causes is crucial. In this section, the complex relationship between creativity, work motivation, entrepreneurial commitment, and their influence on business performance was present. These insights should add to the body of knowledge and help aspiring and established SME entrepreneurs succeed in an ever-changing business world.

Creativity

The findings emphasise creativity as the ability to produce new ideas and think creatively. It includes openness to experiences, unusual thinking, determination, and the readiness to take calculated risks, not only ideas. All of these factors affect an entrepreneur's ability to adapt, innovate, and overcome business obstacles.

This study also finds entrepreneurial creativity indicators. Some of these qualities include a strong passion for expanding one's business, the skill to inspire creativity, the talent to enhance existing concepts, and a dedication to advancing product development and innovation. The studied SME

entrepreneurs are creative and innovative, demonstrating their proactive attitude to staying competitive and relevant in their industry.

Table 2

Measured Variables for Creativity

Indicators	SD	D	N	A	SA	AVE
Strong desire to expand his business		5	15	119	131	3.88
Able to foster the creativity of business actors		12	15	121	122	4.05
Develop ideas to keep up with the times		8	30	104	128	4.30
Do research to develop ideas		4	2	25	89	4.10
Average						4.08

Primary data processed (2023)

The results pertaining to the relationship between creativity and innovation within the entrepreneurial domain, specifically in the context of small and medium-sized firms (SMEs), are notably intriguing. Creativity can be described as the cognitive capacity to develop novel ideas or concepts that have not been previously conceived. The engagement in this activity necessitates the application of innovative thought, the cultivation of focused attention, the demonstration of determination, the exertion of diligent effort, and the embodiment of endurance. The study posits that entrepreneurial creativity extends beyond the process of generating ideas and necessitates a blend of individual characteristics, including receptiveness to novel experiences, unorthodox thinking, genuineness, acceptance of uncertainty, autonomy in decision-making, self-assurance, inclination to undertake calculated risks, persistence, attentiveness to concerns, willingness to engage with ambiguous phenomena, and discernment. This observation underscores the intrinsic association between creativity and an individual's personality and ideals, as opposed to being shaped by external stimuli, thereby underscoring the significance of originality.

The identification of distinct markers for creativity as an underlying characteristic is also at the top of interest. These indications encompass a profound aspiration for company development, the capacity to cultivate creativity, the generation of ideas to remain current, research endeavours to advance ideas, and the pursuit of innovation for novel products. The study findings indicate that the respondents, who were small and medium-sized enterprise (SME) entrepreneurs, demonstrated a notable level of creativity and innovation. This is evident from the high average scores obtained for various indicators, such as their strong inclination to enhance their businesses (4.39), their capacity to foster creativity (4.31), their ability to generate ideas that align with contemporary trends (4.29), and their engagement in research activities to cultivate innovative concepts (4.40). The aforementioned findings highlight the significance of creativity as a catalyst for achieving entrepreneurial accomplishments, as well as the inclination of entrepreneurs to adjust and introduce novel approaches in light of evolving market conditions.

The entrepreneurs' views on creativity:

Excerpt 1: Creativity is more than just generating ideas; it is about being open to new experiences, thinking outside the box, and having the determination to take calculated risks. In our business, adaptability and innovation are crucial, and these stem from fostering a creative mindset. In other words, the more creative a business doer is, the easier he will win the market.

Excerpt 2: We identified key indicators of entrepreneurial creativity, such as a strong desire for business growth, the ability to encourage creativity among team members, and actively developing ideas to stay relevant. These aspects reflect our proactive approach to staying competitive and innovative in our industry. For example, in food industry, product innovation plays a pivotal role in growing the business because the market is highly competitive. We cannot just produce what others have done, our products must be unique and possess high selling point. However, it cannot happen without accelerating workforce creativity and continuous innovations.

Excerpt 3: The results highlight the importance of creativity in entrepreneurship. It's not just about having ideas; it's about embodying traits like autonomy, risk-taking, and persistence. These characteristics shape our entrepreneurial journey and contribute to our ability to adapt and introduce new approaches in response to changing market conditions.

The interviewed SME entrepreneurs emphasised the multifaceted nature of creativity, encompassing personal attributes and principles that drive innovation. The identified indicators align with the proactive mindset of successful SME entrepreneurs, showcasing their commitment to growth, fostering creativity, and staying ahead of market trends through continuous idea development and research endeavours.

The results of the study underscored the significant importance of creativity and innovation in the context of entrepreneurship within small and medium-sized enterprises (SMEs). The intricate and diverse characteristics of creativity, encompassing individual attributes and principles, underscore its intricate nature and importance in achieving entrepreneurial triumph. The utilisation of particular metrics for assessing creativity provides insight into the entrepreneurial attitude and behaviours exhibited by successful small and medium-sized enterprise (SME) entrepreneurs. This highlights their proactive inclination towards changing and innovating in order to meet market requirements.

Work motivation

The results offer insight into the motivations of small and medium-sized business owners, illuminating the factors that fuel their determination and perseverance. This understanding is essential for tapping into their strengths and fostering the growth of their enterprises. This section discusses the study's indicators and components to illuminate work motivation's many facets. This paper examines the cognitive, emotional, and contextual factors that influence entrepreneurial motivation. These findings help businesspersons, policymakers, and scholars understand SME entrepreneurship's complex success factors.

Table 3

Measured Variables for Work Motivation

Indicators	SD	D	N	A	SA	AVE
Needs can increase work motivation	11	2	3	107	90	3.88
Business continuity is a work motivation		1	3	150	75	4.05
A conducive work environment becomes work motivation			2	144	104	4.30
The desire to be creative becomes work motivation	4	1	2	137	93	4.10
Average						4.08

Primary data processed (2023)

Work motivation studies shed light on the complex motivations of entrepreneurs, notably SME owners. The present research defines work motivation as a psychological urge that directs behaviour,

affects effort, and perseverance in the face of adversity. It drives an employee's or entrepreneur's devotion to duties and responsibilities. These studies distinguish work motivation from excitement or passion, which is striking. Work motivation drives people to work, but enthusiasm adds an emotional element, according to Cardon et al. (2009). Positive emotions like enthusiasm encourage innovation, critical thinking, and success in uncertain and risky situations. This comparison highlights the intricate relationship between cognitive and emotional motivation in driving entrepreneurial success, demonstrating the complexity of entrepreneurial drive.

The entrepreneurs' views on work motivation:

Excerpt 1: For us in the local food sector, motivation is power that drives everything we do. Doing business in this era of uncertainty requires a strong commitment and dedication to the profession. We must situate the business with the market need, leading to sustainable efforts to survive amid the rapid growth of food industries.

Excerpt 2: To stay motivated in your business, that's what I do, enjoy your failure and grow up again. Learn from the previous mistake and make a new breakthrough and innovation. If you keep fighting, there are two possibilities, successful or unsuccessful. However, if you quit, just one word, you are 100% "fail".

Excerpt 3: For a food business like us, work motivation determines the continuity of our business. We must keep learning and learning, especially for creating new innovation in product diversification. A business will keep growing if all the people in the community support each other and grow together.

Within the ever-changing local food industry, motivation plays a crucial role in driving and supporting all aspects of business operations, as highlighted in Excerpt 1. In order to successfully navigate the uncertainties of the modern corporate climate, it is crucial to have a strong and unwavering passion and dedication to one's career. Ensuring that the business is in line with market demands is considered crucial, promoting long-lasting initiatives to succeed in the face of the fast-paced expansion of the food industry. Excerpt 2 explores the viewpoint of the entrepreneur regarding maintaining motivation when confronted with difficulties. In this context, the entrepreneur promotes the idea of embracing failures as valuable chances for both personal and professional development and the generation of new ideas. The ability to learn from previous errors and pursue innovative advancements is emphasised as a crucial approach, highlighting the contrast between persistence and the finality of giving up. Excerpt 3 highlights the significant importance of work motivation in guaranteeing the ongoing operation of the food business. The focus on ongoing education, especially for the purpose of expanding product variety through innovation, demonstrates a dedication to being adaptable and remaining up-to-date. The vital role of community support and collective growth in ensuring long-term corporate expansion is emphasised. These passages collectively demonstrate the diverse aspects of motivation that drive entrepreneurship, including the ability to adjust to changes in the market, viewing failure as a spark for innovation, and acknowledging the importance of community support for the long-term success of a business.

The study also identified SME entrepreneur work motivation indicators. Work motivation is driven by self-improvement, business sustainability, a good work environment, creativity, and self-appreciation. These metrics show the various internal and environmental elements that drive entrepreneurs' success. These results offer a complex view of job motivation in SME development. They emphasise the importance of psychological and emotional variables in entrepreneurial success, offering crucial advice for both emerging and experienced entrepreneurs seeking to enhance employee motivation and company success.

Entrepreneurial commitment

Entrepreneurial commitment is a fundamental principle in the world of business that emphasizes dedication and perseverance, values that are highly regarded by entrepreneurs. It involves fully dedicating oneself to a business venture and maintaining a relentless determination to see it flourish, from its beginning stages to its ultimate achievement. This dedication is crucially important since it is the engine that propels and sustains small and medium-sized businesses (SMEs). This section lays the groundwork for the subsequent discussion, whereby it delves into the data that reveal the multidimensional nature of entrepreneurial commitment. The methods utilised by entrepreneurs to foster innovation and adaptability in dynamic market environments were investigated, the core principles and objectives of their enterprises were upheld, and persistently strove towards their targets through diverse strategies and tactics. These results highlighted the significance of commitment in the entrepreneurial process and provided insight into the traits and actions that characterised devoted business owners.

Table 4

Measured Variables for Entrepreneurial Commitment

Indicators	SD	D	N	A	SA	AVE
Endeavour to reach an objective.		4	1	1	134	4.40
			9	1		
			2			
Aim to operate the business with maximum efficiency.	4	7	1	1	127	4.32
			4	1		
			8			
Work diligently to uphold the core values and objectives of the business.		12	1	1	140	4.38
			2	0		
			6			
Strive to generate innovative ideas and foster creativity in alignment with contemporary trends.	4	8	2	1	119	4.25
			1	1		
			8			
Average						4.33

Primary data processed (2023)

The results of this study provide insights on the importance of commitment in the context of entrepreneurship, a concept that is widely recognised and understood. The commitment has a significant role in various aspects of daily life, particularly within the realm of business. The successful functioning and success of a business is contingent upon the presence of dedication. As per the Indonesian definition, commitment can be defined as a formal agreement to execute a particular task or responsibility. Entrepreneurial commitment can be characterised as a profound sense of devotion and unwavering aspiration to establish, progress, and maintain one's firm irrespective of prevailing circumstances, according to this given description.

Entrepreneurial commitment is a latent variable that encompasses various indicators. These indicators include a persistent drive to achieve goals, a dedication to operating the business to the best of one's abilities, a commitment to upholding the values and objectives of the business, a focus on generating innovative ideas in line with current trends, and a continuous pursuit of knowledge to facilitate sound decision-making. The initial indicator, denoted as "Constantly endeavoring to attain an objective," is of significance, as it attains an average rating of 3.84. This score suggests that proprietors of small and medium-sized enterprises (SMEs) regularly exert diligent efforts in order to accomplish their goals, hence ensuring the sustenance and expansion of their respective organisations. The second indicator, which pertains to the endeavor to operate the organisation to the utmost of one's capabilities,

exhibits a notably elevated mean score of 4.32. This implies that small and medium-sized enterprise (SME) owners demonstrate a strong dedication to conducting their enterprises with exceptional proficiency, particularly in order to prosper in fiercely competitive industries. The third indicator, "Commitment to upholding the values and goals of the business," received an impressive average score of 4.38. This demonstrates the unwavering dedication of small and medium-sized enterprise (SME) owners to preserving the fundamental principles and overarching objectives of their businesses. These values and objectives primarily revolve around generating employment opportunities and enhancing the overall welfare of their stakeholders. The fourth signal, "Demonstrating a dedication to fostering ideas and creativity that align with contemporary trends," signifies a strong emphasis on innovation and flexibility, which is particularly pertinent considering the predominant client base comprises individuals belonging to the millennial generation.

Impact on business performance

Data on business performance offers valuable insights into the intricate workings of this pivotal aspect of entrepreneurship. The term "business performance" refers to the sum of an organization's efforts, both strategic and operational, that lead to its success. It is used as a barometer to determine whether or not employees are meeting their obligations in a lawful and moral manner.

Table 5

Measured Variables for Business Performance

Indicators	SD	D	N	A	SA	AVE
Monthly growth in the customer base		5	1 5	119	131	4.40
Monthly sales increase		1 2	1 5	121	122	4.32
Enhanced product quality		8	3 0	104	128	4.38
Improved livelihoods	4	2	2 5	89	150	4.25
Average						4.33

The data on business performance reveal the complexity of this key element of entrepreneurship. All of an organisation's efforts, both strategic and operational, contribute to its overall performance. It is an assessment of the effectiveness and efficiency with which individuals within an organisation carry out their responsibilities in accordance with legal, ethical, and moral guidelines. The complexity of the factors that affect an employee's or a team's productivity in the workplace is reflected in the definition's many dimensions.

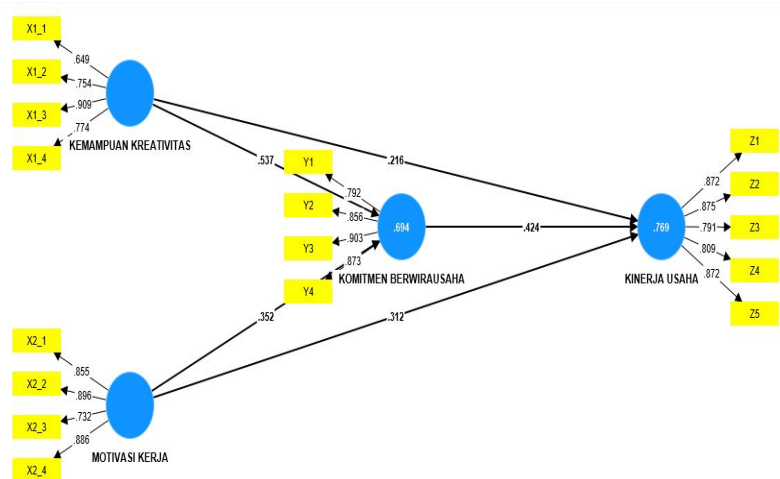
Furthermore, the corporate performance does not just encompass the efforts of individuals, but also those of teams and departments. It's a must-have for measuring how far you or your company has come in terms of its goals and objectives. These results stress the value of originality, proficiency, and expertise in performing one's job inside a company. It also emphasises the importance of creativity in boosting corporate success and the interconnectivity of many performance metrics like customer growth, sales growth, product quality improvement, improved livelihoods, and so on. In other words, these results underscore the crucial importance of creativity and innovation in driving corporate success and growth, as well as the complex character of business performance and its inherent connection to individual and group efforts.

Partial Least Square (PLS) Analysis

The convergent value is measuring the magnitude of the loading factor for each construct. The 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.

Figure 2

PLS Algorithm Model



The complete PLS Algorithm model and indicator loading values are presented in the figure and table below.

Table 6

Loading Value Indicators

	Creativity	Business Performance	Entrepreneurial Commitment	Work Motivation
X11	0,649			
X12	0,754			
X13	0,909			
X14	0,774			
X21				0,855
X22				0,896
X23				0,732
X24				0,886
Z1.1			0,792	
Z1.2			0,856	
Z1.3			0,903	
Z1.4			0,873	
Y1.1		0,872		
Y1.2		0,875		
Y1.3		0,791		
Y1.4		0,809		
Y1.5		0,872		

The table provided above displays the results of the assessment of the creative construct using five indicators. The loading values obtained for each indicator were as follows: 0.914 for X1, 0.832 for X12, 0.902 for X13, 0.947 for X4, and 0.853 for X15. In the present study, the construct of work motivation was assessed using five indicators. The loading values found for these indicators were as follows: 0.896 for X21, 0.794 for X22, 0.860 for X23, 0.938 for X24, and 0.927 for X25. Regarding the construct of Entrepreneurial Commitment, which has five indicators for measurement, the loading values were found to be 0.840 for Y1, 0.879 for Y2, 0.934 for Y3, 0.909 for Y4, and 0.872 for Y5. The Business Performance Construct successfully attained loading indicator values of 0.914 for Z1, 0.908 for Z2, 0.889 for Z3, 0.908 for Z4, and 0.923 for Z5. It is worth mentioning that all indicators within each construct demonstrated loading values that surpassed 0.7, thus confirming their validity as measures of the corresponding constructs.

Table 7

Total Impact of Creativity, Work Motivation, and Entrepreneurial Commitment on Business Performance

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Creativity -> Business performance	0.401	0.066	6.119	0.000
Work motivation -> Business performance	0.568	0.060	9.416	0.000
Entrepreneurial commitment-> Business performance	0.460	0.085	5.399	0.000

The table above displays the comprehensive impact of creativity on business Performance, characterised by a coefficient of 0.401, a standard error of 0.066, a t-statistic of 6.119, and a p-value of 0.000. Based on the statistical analysis, it can be concluded that there is a significant relationship between Creativity and Business Performance. This is supported by the t-statistic value of 6.119, which exceeds the critical value of 1.96, and the p-value of 0.000, which is lower than the predetermined significance level of 0.05. In addition, with regards to the broader influence of Work Motivation on Business Performance, the analysis reveals a coefficient of 0.568, a standard error of 0.060, a t-statistic of 9.416, and a p-value of 0.000. Based on the statistical analysis, it can be inferred that there is a significant relationship between Work Motivation and Business Performance. This conclusion is supported by the t-statistic value of 9.416, which exceeds the critical value of 1.96, and the p-value of 0.000, which is lower than the predetermined significance level of 0.05.

Discussion

Creativity is essential for developing innovative ideas and effective problem-solving skills, making it a valuable asset for entrepreneurs. The study's results confirm a strong connection between high levels of creativity and a greater commitment to entrepreneurship, echoing findings from previous research in this field. This finding is consistent with the previous research conducted by Hadi and Yulianto (2021) as well as Hapsah and Savira (2015), which demonstrated the impact of creativity on entrepreneurial enthusiasm. Creativity has a pivotal role in fostering innovation, facilitating the identification of opportunities, and nurturing the entrepreneurial commitment. In addition, creativity is recognised as an essential aspect of both motivation and entrepreneurship. Individuals that exhibit a high level of motivation are more inclined to demonstrate qualities such as creativity and ambition, which are fueled by their aspiration to improve their performance. According to Mazla et al. (2020), creativity is a fundamental aspect of entrepreneurship, characterised by the ability to think innovatively and a strong dedication to attaining psychological importance. Informed by the interview results,

creativity is closely related to the business doers' willingness to adapt to new changes. In other words, they must keep up with industry trends, staying informed about current customer preferences and expectations. With this in mind, SMEs will have the opportunity to accelerate their business performance by increasing sales and products' quality.

On the other hand, motivation is commonly conceptualized as the underlying impetus that propels an individual's dedication towards attaining specific objectives within a predetermined period. In his influential study, Sparrow (1998) explores how various factors shape a person's psychological well-being, honing in on aspects like the importance of one's job, the stability of their employment, their potential for advancement and success, and the opportunities available to them. Individuals who possess a high level of motivation are more likely to participate in activities that include enthusiasm, innovation, forward-thinking, and personal accountability, in contrast to individuals with lesser levels of motivation. Motivation is a recognised phenomenon that has enduring effects on cognitive functioning and human behavior. Meanwhile, the commitment represents the manifestation of an individual's unwavering dedication to consistently strive for the improvement of their occupation, the adherence to corporate principles, and the achievement of company objectives. According to Drucker (2006), a key aspect of entrepreneurship is in its emphasis on the role of creativity in generating novel and distinctive chances through innovative thought and behavior. Entrepreneurial commitment is distinguished by a steadfast adherence to the principles of originality, propelled by imaginative and inventive concepts. The findings of the study are consistent with previous researches, including the study conducted by Darmawan (2019) on the relationship between professionalism, motivation, commitment, and their influence on entrepreneurial goals. The compilation of these works highlights the complex interplay between motivation, inventiveness, and dedication within the context of entrepreneurship, underscoring the importance of these elements in influencing entrepreneurial conduct and achievement. Informed by the interview results, motivation is one of the independent variables that has significant impact on business performance since the business revenue is fluctuated in the post-pandemic era. In this era of uncertainty, investment in a particular business must consider the firm's resilience to survive, thus requiring high motivation to grow the business. In other words, doing business today without highly motivated employees will face a struggling and challenging situation.

The commitment is vital to organisational and entrepreneurial sustainability. It requires personal commitment and a strong desire to grow one's business (Rauf, 2020). It can be innate, driven by advancement (Darmawan, 2019). However, internal and external variables might affect a person's obligations. Furthermore, business continuity depends on entrepreneurial commitment, which promotes goal achievement and performance. Sales volume, profitability, and other criteria indicate improved business performance (Najib & Kiminami, 2011). Small-scale seaweed enterprises benefit from great devotion, according to Sahabuddin (2012). The commitment is the readiness to accept and maintain entrepreneurial values and goals based on strong intention, motivation to act, discipline, and determination. Such dedication drives performance and success (Carnahan et al., 2010). The study shows that entrepreneurial commitment boosts business performance. A high commitment leads to more business effort, which boosts sales, profitability, and performance (Najib & Kiminami, 2011). Emami and Nazari (2012) found that entrepreneurial commitment directly affects business performance. According to (Sahabuddin, 2012), high entrepreneur devotion greatly impacts small and medium-sized firms' success.

The research indicate that nurturing creativity in entrepreneurship is crucial, as it correlates positively with entrepreneurial dedication. To enhance this aspect, it is advisable for entrepreneurial training programs to incorporate strategies focused on promoting creativity. Recognizing the impact of motivation on commitment underscores the need for motivational interventions for entrepreneurs, requiring support from both businesses and policymakers. A holistic entrepreneurial education should

emphasize cultivating creative thinking and motivation alongside business acumen, empowering entrepreneurs to effectively utilize these qualities in achieving their goals.

Additionally, the study's findings may be context-specific to the Indonesian specialty food industry, limiting their generalisability to other sectors or geographic regions. The research also faces the challenge of capturing the dynamic and evolving nature of the industry, as market conditions, consumer preferences, and regulatory landscapes are subject to continuous change. Furthermore, the reliance on self-reported data through surveys and interviews may introduce potential respondent bias. Finally, the study's scope may not encompass the full spectrum of factors influencing business performance in the Indonesian specialty food sector, and other unexplored variables could contribute to the observed outcomes. Despite these limitations, the study provides valuable insights into the interplay of creativity, work motivation, and entrepreneurial commitment in this specific context, establishing a solid foundation for future studies and real-world implementations in the Indonesian culinary scene.

Conclusions and Implications

Creativity, motivation, and entrepreneurial commitment are crucial to entrepreneurship. This research discovered a strong correlation between creativity and the level of dedication to entrepreneurial pursuits, with inspiration playing a key role in fostering commitment. These findings supported earlier studies that creativity drove innovation, identified opportunities, and fostered entrepreneurial commitment. Entrepreneurial education and training should emphasise creativity because of its importance to success. Recognising the impact of motivation on commitment highlights the importance of business support organisations and policymakers in implementing motivational strategies. A personal dedication and a strong desire for business growth are essential for organisational and entrepreneurial sustainability. The study confirmed earlier studies that entrepreneurial commitment drove corporate goals and performance. In addition to affirming the well-established link between creativity, motivation, and entrepreneurial commitment, this study introduced novel insights into the role of these factors in driving business innovations. With this in mind, innovations in goods productions, business strategies, marketing and sales, and policies can be accelerated.

Suggestions for Future Research

This section identifies key recommendations for further research in the realms of creativity, work motivation, and entrepreneurial commitment. It delineates five specific research areas with accompanying descriptions: 1) longitudinal studies are suggested to explore the evolution of these factors over time, emphasising the need for a dynamic understanding of their development, 2) cross-cultural exploration encourages investigations into how cultural differences may influence the relationships between creativity, motivation, and commitment, 3) intervention strategies recommend the development and testing of approaches aimed at enhancing creativity and motivation among entrepreneurs, 4) qualitative insights propose complementing quantitative research with qualitative studies to delve into underlying mechanisms, and 5) industry-specific research calls for an analysis of variations in the interaction of creativity, motivation, and commitment within specific sectors. These areas offer a brief roadmap for future researchers, pointing out directions to further explore and enhance the comprehension of these essential elements within the realm of business performance and entrepreneurship.

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Conflict of Interest

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