

BUSINESS SUCCESS AS SEEN IN THE FRAMEWORK OF BUSINESS MOTIVATION AND INNOVATION ABILITY (CASE STUDY OF SYAHARANI NURSING HOME BUSINESS)

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Received: 05/07/2026 | Revised: 13/07/2026 | Accepted: 20/07/2026 | Published: 14/09/2026

Abstract

This study aims to analyze business success in terms of business motivation and innovation capabilities at Syaharani Nursing Home. The study used a qualitative approach with a case study design. Data were obtained through in-depth interviews, documentation, and literature review. Research informants consisted of the owner, operational manager, employees, and customers. Data were analyzed through data collection, data reduction, data presentation, and conclusion drawing. NVivo 12 Pro was used to organize, map, and visualize the interview results. Data validity was tested through triangulation of sources, techniques, and time. The results showed that business motivation drives the commitment of the owner and employees to maintain service quality, build relationships with customers, and maintain operational sustainability. Innovation capabilities are seen in the development of natural-based products, service diversification, the use of digital recording systems, and employee training. NVivo analysis shows the interconnectedness of the themes of service, training, employees, quality, satisfaction, and customer relationships. Strong motivation and continuous innovation contribute to operational efficiency, customer satisfaction, loyalty, reputation, and business competitiveness. These findings confirm that the success of Syaharani Nursing Home is formed through a combination of business drive, the ability to understand customer needs, human resource development, and consistent service updates.

Keywords: *business success, business motivation, innovation ability, Syaharani Nursing Home, NVivo.*

1. INTRODUCTION

Beauty treatments are evolving with increasing public attention to health, appearance, and relaxation. Spa services are one form of business that combines body treatments, massage techniques, the use of natural ingredients, and a personalized service experience. Technological advancements are also encouraging businesses to update their service methods, products, and operational processes. This situation creates both opportunities and competition for beauty care businesses, especially micro and small businesses.

Micro, small, and medium enterprises (MSMEs) play a crucial role in economic development by absorbing labor and expanding community production activities. Data used in this thesis indicates that Medan City has 1,717 MSMEs under its guidance, comprising 1,590 microenterprises, 116 small enterprises, and 11 medium enterprises. The dominance of microenterprises demonstrates the significant entrepreneurial potential, but also demonstrates the need for capacity building to enable MSMEs to survive, grow, and compete.

Table 1. Composition of Fostered MSMEs in Medan City

No.	Business Category	Amount	Percentage
1	Micro-enterprises	1,590	92.60%
2	Small business	116	6.76%
3	Medium-sized enterprises	11	0.64%
	Amount	1,717	100.00%

Source: Medan City Cooperatives, Micro, Small and Medium Enterprises Service, 2022, adapted from thesis.

Business success demonstrates a business's ability to achieve expected results and sustain operations. Success is not solely measured by revenue and profit. Business owners also assess success through customer growth,

business continuity, reputation, personal satisfaction, and the ability to navigate market changes. Bustan (2016) explains that entrepreneurial characteristics and entrepreneurial orientation support business success. Fatmasari et al. (2023) also identify creativity, innovation, and entrepreneurial knowledge as factors related to MSME success.

Entrepreneurial motivation is the driving force that drives entrepreneurs to start, maintain, and grow a business. Motivation can stem from the desire for independence, income, helping the community, building a reputation, or achieving satisfaction with work results. Strong motivation helps entrepreneurs maintain perseverance when faced with limited capital, changing demand, and competition. Aini and Widyarfendhi (2019) found that self-efficacy and motivation are related to business success. Devi et al. (2024) also demonstrated that motivation and entrepreneurial ability play a role in business success.

Innovation skills complement the role of motivation. Innovation encompasses the ability to accept and apply new ideas to products, services, work processes, marketing, and resource management. Innovation helps businesses tailor services to customer needs, increase efficiency, and build unique differentiation. Anggraeni and Sanaji (2021) demonstrated that innovation skills support the marketing performance of MSMEs. Syifa and Amrullah (2024) also emphasized the role of innovation and skills in business success.

Syaharani Care Home is a women's care business established in Medan in 2007. It offers body scrubs, acupressure, V-spa, facials, creambaths, and various other treatments. The owner has developed products based on natural ingredients and traditional spices as a signature product. These products include body scrubs made from coffee, kemuning, and black sticky rice, as well as herbal drinks. While these advantages add value, the business's sustainability depends on the management's motivation and ability to consistently update services.

The research problem centers on how motivation and innovation shape business success. Previous research has predominantly used a quantitative approach and separated the two factors. Nadya Wardani Nduru's thesis uses a qualitative case study to understand the experiences of owners, operational managers, employees, and customers within a single business context. This approach provides a more detailed explanation of business drivers, innovation processes, and their impact on service delivery and business sustainability.

This study aims to analyze the role of business motivation and innovation capacity in supporting the success of Syaharani Nursing Home. The research focuses on motivation in operational management, the forms of innovation implemented, the impact of innovation on business performance, and thematic patterns emerging from interviews using NVivo 12 Pro.

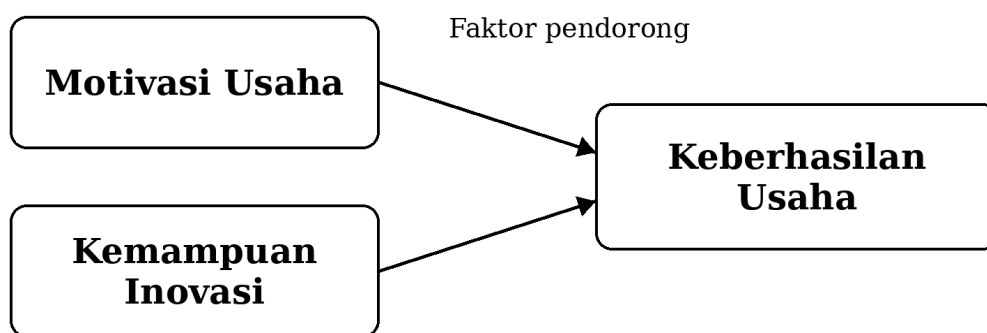


Figure 1. Research Analysis Framework

Source: Data processed from research framework, 2024.

2. METHOD

The research employed a qualitative approach with a case study design. This approach was chosen to gain an in-depth understanding of entrepreneurial motivation, innovation capacity, and business success based on the experiences of informants. The study was conducted at the Syaharani Nursing Home on Jalan Karya Kasih, Pangkalan Mansyur, Medan City, North Sumatra. The study period began in August 2023 and lasted for approximately six months.

Informants were selected based on their direct involvement in the management and use of the service. They represented four roles: owner, operational manager, employee, and customer. Owners provided information on the vision, strategy, business drive, and innovation decisions. Operational managers explained the implementation of innovation in daily activities. Employees shared their experiences with management support, training, and job changes. Customers assessed the quality of service and the benefits of innovation.

Table 2. Informants and Focus of Data Collection

No.	Informant	Information Focus
1	Owner	Motivation to start a business, vision, innovation strategy, success indicators.
2	Operational manager	Operational management, implementation of innovation, training, and team performance.
3	Employee	Work motivation, management support, adaptation to innovation, and service quality.
4	Customer	Service experience, satisfaction, benefits of innovation, and reasons for using the service.

Source: Research data, 2024.

The data sources consist of primary and secondary data. Primary data was obtained through interviews with informants directly involved in operations and services. Secondary data came from activity documentation, product photos, business records, books, articles, journals, and other written sources used in the thesis. The combination of these two sources helped the researcher compare the informants' statements with the conditions seen in the documentation.

Data collection techniques included in-depth interviews, documentation, and literature review. The interviews used open-ended questions to allow informants to describe their experiences in detail. Documentation in the form of photographs, recordings, and activity notes was used to strengthen the interview results. The literature review was used to integrate the findings into the framework of entrepreneurial motivation, innovation capacity, and business success.

Data analysis followed four stages: data collection, data reduction, data presentation, and conclusion drawing. Interviews were transcribed, coded, and grouped into themes. NVivo 12 Pro was used to organize transcripts, construct codes, generate word clouds, and identify relationships between interviews through cluster analysis. The software helped researchers identify recurring themes, but interpretations remained grounded in the context of the informants' responses.

Data validity was maintained through source triangulation, technical triangulation, and time triangulation. Source triangulation was performed by comparing information from owners, managers, employees, and customers. Technical triangulation was performed by comparing interview results, documentation, and observations. Time triangulation was performed by collecting data at different points in time to determine the consistency of the information.

3. RESULTS AND DISCUSSION

3.1 Overview of Syaharani Nursing Home

Syaharani Care Home was established in 2007 as a women-only treatment center. It operates daily from 9:00 AM to 6:00 PM WIB. Services include body scrubs, acupressure, V-spa, facials, cream baths, and treatments tailored to client needs. The company's vision emphasizes trust, quality service, the use of natural ingredients, and a comfortable treatment experience. Its mission includes providing quality services, creating a safe environment, developing a variety of treatments, educating clients about the benefits of traditional herbs, and supporting their health and self-confidence.

The business's character is evident in its use of natural ingredients and traditional spices. The owner not only sells grooming services but also develops products to support them. This diversification broadens the value proposition for customers and strengthens the business's identity. Research documentation demonstrates product marketing activities, herbal drinks, and the raw materials used in the grooming product development.



Figure 2. Form of Innovation of Syaharani Nursing Home Products

Description: (A) product marketing, (B) herbal drinks, (C) product raw materials. Source: Research documentation.

3.2 Motivation in Running Operations

Interviews revealed that the owner's motivation extends beyond profit. She views her business as a means of providing safe, comfortable, and beneficial care services to women. This drive fosters a commitment to maintaining service quality, developing natural products, and maintaining relationships with customers. She also aims to expand her business through service updates and more active marketing.

Operational managers' motivation focuses on the smooth running of work processes. Managers strive to ensure the proper distribution of tasks, equipment use, customer service, and employee coordination. This motivation is evident in their efforts to provide direction, conduct training, and assist employees when faced with changes in procedures. Managers prioritize customer satisfaction as a key metric in evaluating operations.

Employees have more direct motivation. They are encouraged to be attentive, maintain friendliness, and deliver service that meets customer expectations. Support from owners and managers boosts employee confidence. Training helps employees understand service techniques and product usage. When customers are satisfied, employees gain a sense of pride and see their work as having a clear impact.

Customers assess management motivation through consistency of service, product explanations, friendliness, and responsiveness to needs. This relationship builds trust. Trust encourages repeat use and recommendations to others. Thus, business motivation is not only personal but also reflected in the service behavior customers perceive.

3.3 Implementation of Innovation Capabilities

Innovation capabilities are evident in products, services, operational processes, and employee development. In terms of products, the business processes natural ingredients such as coffee, kemuning (a type of sweet potato), black sticky rice, spices, and herbal ingredients into health care products and drinks. This innovation combines traditional knowledge with more modern packaging and marketing. Product diversity helps the business meet customer preferences for natural products and differentiates it from similar businesses.

In terms of service, management develops treatment options tailored to customer needs. Service updates are made with customer convenience, benefits, and experience in mind. In terms of process, the thesis notes the use of digital record-keeping to organize service information and facilitate data access. Digitization reduces reliance on manual records and facilitates operational coordination.

Innovation is also related to human resource development. Managers provide regular training to enable employees to use tools, understand procedures, and explain product benefits. Training reduces errors and accelerates adaptation to change. Employees who master new techniques can provide more consistent service. This link between innovation capacity and service quality.

Implementing innovation faces challenges. Employees need time to understand new tools or procedures. Management also needs to adapt innovations to business capabilities and market needs. Therefore, innovation is implemented in stages through guidance, practice, evaluation, and improvement. This pattern ensures that innovation doesn't stop at equipment procurement or product creation, but becomes part of the business's way of working.

3.4 The Impact of Motivation and Innovation on Business Success

Research findings show that motivation and innovation are mutually supportive. Motivation drives managers to seek new ways to improve service. Innovation provides a concrete means to realize this drive. When managers have clear goals, product development, training, and service improvement processes are implemented more

The first impact is seen in operational efficiency. The use of more organized procedures and digital record-keeping helps managers organize information and reduce repetitive work. The second impact is seen in service quality. Training and the use of self-developed products improve employees' ability to explain and provide services. The third impact is seen in customer satisfaction and loyalty. Customers receive a variety of services, convenience, and products tailored to their interests in natural ingredients.

The next impact is seen in reputation. Consistent service and good relationships build public trust. Reputation is built not only on product quality, but also on how a business communicates, responds to needs, and maintains the customer experience. The business's success is also evident in its ability to maintain operations since 2007, expand its product line, and maintain the enthusiasm of its owners and employees for continuous growth.

NVivo 12 Pro was used to manage the interview results of four informants. The analysis process included importing transcripts, organizing data, visualizing, and extracting themes. A word cloud displayed frequently occurring terms in the transcripts, including service, care, quality, health, patient, staff, home, satisfaction, relationship, and efficiency. These terms indicated that the informants' conversations centered on service quality, customer experience, employee performance, and operational management.



Source: Results of NVivo 12 Pro processing in the thesis.

The employee interview code map shows the themes of training, service, employees, maintaining, achieving, best, every, and so on. The training theme relates to capability enhancement. The service and best themes indicate an orientation toward service standards. The maintaining and achieving themes indicate a concern for sustainable quality and customer satisfaction. The overall pattern supports the conclusion that work motivation and innovation capabilities are present in operational activities, not just in the owner's statements.

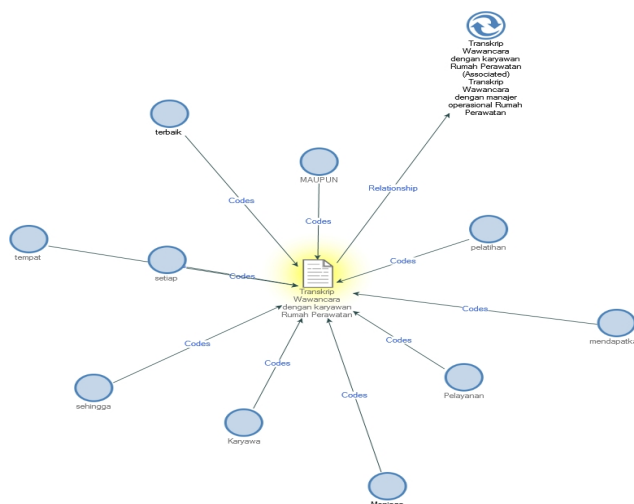


Figure 4. Employee Interview Code Relationship Map

Source: Results of NVivo 12 Pro processing in the thesis.

Table 3. Summary of Themes and Contributions to Business Success

Theme	Empirical Indications	Contribution
Owner motivation	Service vision, commitment, business development, use of natural ingredients.	Maintain business direction and continuity of decisions.
Motivation of managers and employees	Coordination, direction, training, friendliness, responsibility.	Improve the regularity and quality of service.
Product innovation	Natural scrubs, spice products, herbal drinks, product variations.	Creating differentiation and added value.
Process innovation	Digital record keeping, procedure updates, work evaluations.	Improve operational efficiency and accuracy.
Human Resources Development	Training, adaptation of tools and procedures, routine learning.	Strengthening service consistency and team capabilities.
Business results	Satisfaction, loyalty, reputation, efficiency, sustainability.	Demonstrates material and non-material success.

Source: NVivo interview and analysis results, 2024.

3.6 Discussion of the Influence of Business Motivation on Business Success

Business motivation plays a role in shaping the consistency of management actions. Owners who have service and business development goals are more active in maintaining quality, providing guidance, and seeking improvement opportunities. This motivation strengthens self-efficacy and perseverance. This finding aligns with Aini and Widyarwendhi (2019), who demonstrated the relationship between self-efficacy and motivation and business success. Motivation gives entrepreneurs the confidence to make decisions, persist in the face of obstacles, and improve business quality.

Motivation also influences internal relationships. Managers who are focused on customer satisfaction are motivated to organize work, provide training, and support employees. Employees who feel guided and valued are better prepared to maintain friendliness and responsibility. These relationships are crucial because service quality in a healthcare business depends on direct interaction between employees and customers.

In external relationships, service motivation is evident in efforts to maintain communication and customer trust. Devi et al. (2024) explain that motivation and business capabilities shape success. Findings from the Syaharani Nursing Home reveal a more specific mechanism. Motivation drives service consistency, consistency builds satisfaction, and satisfaction fosters loyalty and reputation.

Motivation doesn't work in isolation. High motivation requires managerial skills and resources to effect change. Gemina and Ginanjar (2019) identified commitment, competence, and motivation as factors associated with the performance of micro and small businesses. At the Syaharani Nursing Home, motivation was effective because it was accompanied by task allocation, training, product innovation, and service management.

3.7 Discussion of the Influence of Innovation Capabilities on Business Success

Innovation capabilities play a role through value-added creation. Natural products differentiate businesses from competitors and expand customer choice. Service variations help businesses tailor offerings to needs. Process innovation improves work order. Human resource innovation helps employees master new techniques and procedures. These four forms demonstrate that innovation extends beyond new products to encompass the way businesses operate and provide services.

These findings align with Anggraeni and Sanaji (2021), who place innovation capability as a crucial component of marketing performance. The ability to understand customers helps businesses choose relevant innovations. Syifa and Amrullah (2024) also demonstrated that innovation and skills contribute to business success. Syaharani Nursing Home connects these two aspects through product development and employee training.

Effective innovation must align with business capabilities. Simply acquiring technology or creating a product doesn't automatically lead to success. Managers need to ensure that innovations are usable, understood by employees, and provide benefits to customers. Ranto (2015) emphasized the importance of knowledge sharing in building SME innovation capabilities. In this case, training and mentoring serve as knowledge-sharing processes that help employees adapt.

Innovation capability also strengthens a business's resilience to change. Zarefar et al. (2021) showed that entrepreneurial orientation, innovation, and management capabilities are related to SME performance. This study's findings support this view through qualitative evidence. Businesses can survive when innovation is carried out continuously, takes market needs into account, and is supported by consistent management.

3.8 Synthesis of Findings

The success of Syaharani Nursing Home is shaped by interconnected processes. Motivation generates the drive to act. Innovation transforms that drive into new products, services, processes, and skills. Consistent implementation improves efficiency and service quality. Customers respond through satisfaction, reuse, and trust. These results strengthen the business's reputation and sustainability.

The findings also highlight the importance of balance. Motivation without innovation risks a business maintaining old patterns. Innovation without motivation and commitment risks stalling at temporary changes. Syaharani Nursing Home requires both factors to work together. Management needs to maintain business objectives, update employee skills, and choose innovations that are relevant to customer needs.

4. CONCLUSION AND SUGGESTIONS

Based on the research results, entrepreneurial motivation plays a strong role in the success of Syaharani Nursing Home. The motivation of the owner, managers, and employees drives a commitment to service quality, operational regularity, customer relationships, and business sustainability. Motivation is evident through direction, training, responsibility, friendliness, and efforts to maintain customer satisfaction and loyalty.

Innovation capabilities also support business success. Innovation is implemented through natural-based products, service diversification, digital record-keeping, procedure updates, and employee training. These innovations increase added value, efficiency, team capabilities, service quality, and competitiveness. NVivo results reinforce these findings through the emergence of themes such as service, training, employees, quality, satisfaction, and customer relationships.

The combination of strong motivation and continuous innovation forms the basis of business success. Motivation drives action, while innovation provides new ways to meet customer needs. Success is reflected in customer satisfaction, loyalty, reputation, efficiency, product development, and the ability to sustain business operations.

Syaharani Nursing Home is recommended to maintain a regular training program, develop service evaluations based on customer feedback, and systematically document any innovations. Management should also strengthen digital marketing, clarify work standards, and ensure that each natural product has easy-to-understand usage instructions. Future research could compare several nursing businesses, increase the number of informants, and combine qualitative data with measurable business performance indicators.

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