

LITERACY-BASED SMALL BUSINESS DEVELOPMENT IN THE DIGITAL ERA IN MAKASSAR CITY

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Abstract

This study aims to analyze the influence of financial literacy, digital literacy, and business innovation on business performance in Makassar City, both directly and indirectly through entrepreneurial orientation. Micro, small, and medium enterprises (MSMEs) in Makassar City are a vital component of the regional economy, so understanding the factors influencing their performance is crucial to ensuring the sustainability and growth of this sector. In this study, financial literacy is defined as the understanding and ability of business actors to manage the financial aspects of their business, such as cash flow, investments, and financial planning. Digital literacy refers to the ability of business actors to utilize digital technology for operations, marketing, and interactions with customers and business partners. Meanwhile, business innovation refers to the creation and implementation of new ideas in products, processes, or business models that can improve business competitiveness and efficiency. This study used a quantitative approach with a survey method. Data were collected through questionnaires distributed to business actors in Makassar City who had been operating for at least two years and used digital technology in their operations. A sample of 200 business actors operating in various sectors, such as retail, services, and manufacturing, participated in this study. The data analysis technique used was path analysis, which allows for the evaluation of direct and indirect relationships between variables, with entrepreneurial orientation acting as a mediating variable. The results of the study indicate that financial literacy, digital literacy, and business innovation have a positive effect on business performance. Specifically, business owners with high financial and digital literacy and the ability to innovate have better business performance, both in terms of revenue, profit, and competitiveness. Furthermore, entrepreneurial orientation has been shown to mediate the influence of financial literacy, digital literacy, and business innovation on business performance. This indicates that business owners with a high entrepreneurial orientation are more likely to utilize financial and digital literacy and innovate to improve their business performance. This study provides an important contribution to stakeholders, including business owners, the government, and academics, by emphasizing the importance of improving financial literacy, digital literacy, and business innovation to enhance business performance. Furthermore, this study also highlights the importance of entrepreneurial orientation as a factor that can mediate the relationship between these variables and business performance, which can serve as a basis for developing policies that support the strengthening of entrepreneurship in Makassar City.

Keywords: *Financial Literacy, Digital Literacy, Business Innovation, Entrepreneurial Orientation, Business Performance, MSMEs, Makassar City.*

INTRODUCTION

In the era of rapidly evolving globalization and digitalization, entrepreneurs in Indonesia, particularly in Makassar, face increasingly complex challenges in managing and developing their businesses. Increasing competition, rapid technological change, and ever-changing market dynamics require entrepreneurs to adapt and improve their capabilities in various aspects. One crucial aspect of business success is the ability to manage existing resources, particularly in finance, technology, and innovation. (Rini et al., 2020; Hidayat & Yuliana, 2021) Financial literacy is the ability to understand and manage various aspects of finance wisely. Entrepreneurs with high financial literacy are better able to manage capital, minimize risk, and make sound business decisions. Research by Lusardi & Mitchell (2017) shows that low financial literacy can lead to business failure, as entrepreneurs are unable to manage cash flow, avoid excessive debt, and make poor investment decisions. In Indonesia, financial literacy remains a major challenge, with only 38% of the population possessing adequate financial literacy (OJK, 2020).

Therefore, sound financial literacy is essential for achieving optimal business performance. In addition to financial literacy, digital literacy is also an equally important aspect in today's business world. Advances in digital technology have transformed many aspects of business operations, from marketing to product distribution. Businesses with good digital literacy are more easily able to utilize technology to expand market reach, improve operational efficiency, and innovate products and services. Research by Kim & Lee (2020) revealed that digital literacy can boost business efficiency and help small and medium enterprises (SMEs) survive and thrive. Low digital literacy, on the other hand, can limit business development potential, as business owners are unable to effectively utilize technology. Business innovation is another crucial element in maintaining business continuity and success. Innovation is not limited to the creation of new products but also encompasses new approaches to operations, marketing, and service delivery. Businesses that are able to innovate have a higher competitive advantage and are more adaptable to market and technological changes. Research by Sari & Putra (2021) shows that product and process innovation can improve business competitiveness and performance. Effective business innovation can also increase customer satisfaction and create new market opportunities, thus directly impacting business performance.

However, achieving optimal business performance requires more than just financial literacy, digital literacy, and business innovation. Business owners also need a strong entrepreneurial orientation. Entrepreneurial orientation refers to the attitude and mindset of an entrepreneur focused on seizing opportunities, managing risks, and creating new value within the business. Research by Gupta et al. (2019) shows that a strong entrepreneurial orientation positively influences innovation and improves business performance. Business owners with a strong entrepreneurial orientation are more likely to continuously innovate, seek new opportunities, and manage their businesses more effectively. The importance of entrepreneurial orientation in improving business performance has been demonstrated in various studies. A strong entrepreneurial orientation can encourage entrepreneurs to be more willing to take calculated risks, be more creative in finding solutions to problems, and focus more on their long-term business goals. Research by Kuckertz et al. (2020) found that entrepreneurial orientation drives positive strategic decisions, leading to better business performance. With technological advancements and changes in consumer behavior, business performance is now measured not only financially, but also in terms of effectiveness and efficiency in resource use, adaptability to change, and long-term business sustainability. Therefore, it is crucial for entrepreneurs to possess holistic capabilities in managing their businesses, including financial literacy, digital literacy, and the ability to innovate, as well as a strong entrepreneurial orientation (Miller et al., 2021).

LITERATURE REVIEW

1. Financial Literacy

Financial literacy is the ability to understand and use various financial skills to make informed decisions. This literacy is crucial for business owners because it provides the foundation for managing capital, managing cash flow, and making wise investment decisions. According to Lusardi and Mitchell (2017), financial literacy involves the ability to understand various financial instruments and effective financial management strategies. Essentially, low financial literacy is often a major cause of business failure, especially for small and medium enterprises (SMEs), which generally lack the resources to manage risk effectively. In Indonesia, despite increasing awareness of the importance of financial literacy, data from the Financial Services Authority (OJK, 2020) shows that the public's financial literacy level remains relatively low. This indicates that many business owners do not fully understand how to manage their business finances effectively. Research by Kurniawan et al. (2020) shows that high financial literacy has a positive impact on business sustainability, as business owners are able to make more careful financial decisions and avoid potential financial risks. Furthermore, financial literacy also plays a role in improving business performance. Research by Agung et al. (2021) revealed that entrepreneurs with good financial literacy are more likely to implement thorough financial planning, which ultimately increases business efficiency and profitability. This literacy also enables entrepreneurs to better understand available financial products and utilize services that can support their business growth. Therefore, improving financial literacy is beneficial not only for personal financial management but also for overall business management. Therefore, financial literacy is a crucial factor that directly influences business performance.

2. Digital Literacy

Digital literacy is the ability to use digital technology wisely and effectively in everyday life, including in a business context. In the business world, digital literacy encompasses the ability of business owners to utilize technology in conducting operations, marketing, and communicating with customers and business partners. Research by Kim and Lee (2020) states that digital literacy plays a significant role in improving business operational efficiency and expanding market share through digital platforms such as e-commerce and social media. With the rapid development of technology, digital literacy is becoming increasingly important for business continuity. Digital marketing, for example, provides businesses with the opportunity to reach a wider consumer base at a lower cost

compared to traditional marketing. Rini et al. (2020) emphasize that businesses with good digital literacy can optimize the use of social media and other digital marketing tools to increase their visibility and competitiveness. Furthermore, digital literacy also enables businesses to adopt more efficient management systems, including inventory management and electronic payment systems. However, low digital literacy can hinder business development, especially for SMEs. According to research by Hidayat and Yuliana (2021), many small businesses still haven't fully utilized technology to improve their business performance. Therefore, improving digital literacy is crucial for driving business development and growth in the digital era. Therefore, digital literacy relates not only to technical skills in using digital devices, but also to the ability to understand how technology can be strategically applied to improve business performance.

3. Business Innovation

Business innovation refers to the process of creating and implementing new ideas that can increase business value, whether in the form of products, processes, or marketing strategies. According to Schumpeter (1934), innovation is key to economic development and entrepreneurship, as it enables companies to create new value, address market challenges, and strengthen their competitive position. In the business context, innovation can include developing new products, improving operational efficiency, or creating new business models. Business innovation plays a crucial role in enhancing a company's competitiveness. Research by Sari & Putra (2021) shows that innovation applied to products and business processes can significantly improve business performance. Innovation enables businesses to respond quickly to market changes and adapt to evolving consumer needs. Furthermore, innovation can also create new market opportunities and expand market reach, which in turn improves business performance. However, to foster innovation, a strong entrepreneurial orientation is required. Innovative entrepreneurship not only recognizes market opportunities but is also capable of creating new solutions to existing problems. Research by Murdock & Anderson (2020) shows that a strong entrepreneurial orientation is positively related to a business's ability to innovate, which in turn impacts improved business performance. Business innovation also needs to be balanced with proper management so that it can be implemented effectively in business operations. Therefore, entrepreneurs who successfully innovate have a greater competitive advantage and can sustain long-term business growth.

4. Entrepreneurial Orientation

Entrepreneurial orientation is the attitude and mindset of an entrepreneur focused on creating opportunities, managing risks, and achieving long-term goals. According to Lumpkin and Dess (1996), entrepreneurial orientation encompasses five main dimensions: innovation, risk-taking, proactivity, competitiveness, and the courage to adapt to market changes. A strong entrepreneurial orientation can motivate entrepreneurs to be more creative in seeking new opportunities, take calculated risks, and focus more on achieving their business's long-term vision. Research by Gupta et al. (2019) shows that entrepreneurial orientation has a significant influence on business performance, both directly and indirectly. Entrepreneurs with a strong entrepreneurial orientation tend to be more open to change and better able to identify profitable market opportunities. Furthermore, they are also more willing to innovate, increase productivity, and expand their markets. This research suggests that entrepreneurial orientation can act as a mediator connecting financial literacy, digital literacy, and business innovation with business performance. Entrepreneurial orientation also serves to reduce the uncertainty often faced by business actors, especially in the context of increasingly fierce market competition. Proactive entrepreneurship enables business actors to be better prepared to face challenges and changes. Therefore, entrepreneurial orientation plays a crucial role in increasing business competitiveness and sustainability.

5. Business Performance

Business performance refers to the results achieved by a business in terms of operational efficiency, profitability, growth, and long-term sustainability. Business performance is often measured based on several indicators, including revenue, net profit, and market share. Research by Miller et al. (2021) shows that good management of financial literacy, digital literacy, and business innovation are closely related to improved business performance. Furthermore, business performance is influenced not only by internal factors but also by external factors, such as government policies and market conditions. Optimal business performance can be achieved through the synergy of various supporting factors, such as sound financial management, efficient use of technology, and continuous innovation. Therefore, business actors must pay attention to each of these aspects to ensure their businesses can grow and compete in an increasingly competitive market. Research by Agung et al. (2021) also found that businesses that successfully implement innovation have better long-term performance, both financially and operationally.

METHOD**1. Type of Research**

This study uses a quantitative approach with a survey design to analyze the influence of financial literacy, digital literacy, and business innovation on business performance, both directly and indirectly through entrepreneurial orientation in Makassar City. Quantitative research was chosen because it allows for measuring the relationship between variables using instruments that can be calculated and analyzed statistically. The collected data will be analyzed using path analysis to test the existing hypotheses. The population in this study consists of business owners in Makassar City, including micro, small, and medium enterprises. The sample will be selected using purposive sampling, namely businesses that have been operating for at least two years and use digital technology in their operations. The sample will consist of approximately 170 business owners from various business types, such as retail, services, and manufacturing. Data in this study will be collected through questionnaires distributed to business owners in Makassar City. The questionnaire will consist of several sections that measure each research variable, namely:

- Financial Literacy: Calculated based on business actors' understanding of business financial management, including financial planning, cash management, and investment.
- Digital Literacy: Measured by how well business actors utilize digital technology for business operations, marketing, and communications.
- Business Innovation: Calculated based on the level of innovation implemented by business actors in their products, processes, and business models.
- Entrepreneurial Orientation: Measured by the extent to which business actors have an entrepreneurial attitude that is proactive, innovative, and oriented towards long-term growth.
- Business Performance: Measured using indicators such as revenue growth, profitability, and market expansion.

The questionnaire will use a 5 point Likert scale, allowing respondents to select their level of agreement with each statement. The collected data will be processed and analyzed using statistical software such as SPSS or AMOS.

To analyze the data obtained, path analysis techniques were used. Path analysis is a statistical technique used to evaluate direct and indirect relationships between independent and dependent variables. In this study, path analysis will be used to examine the direct and indirect effects between:

- Financial Literacy, Digital Literacy, and Business Innovation on Business Performance.
- Entrepreneurial Orientation as a mediating variable mediates the relationship between financial literacy, digital literacy, business innovation, and business performance.

Path analysis allows us to see how much each variable contributes to business performance, both through direct and indirect influences. In this analysis, the model used will examine the relationship paths between the variables to determine whether financial literacy, digital literacy, and business innovation directly influence business performance, and whether entrepreneurial orientation strengthens or weakens this relationship.

RESULTS AND DISCUSSION**RESULTS****1. Financial Literacy (EL)**

The Financial Literacy variable is measured using 6 question items. The tabulated data is then continued with the frequency distribution seen in the frequency score (f) and percentage (%) of respondents' assessment of this variable presented in table 1 as follows.

Table 1. Respondents Assessment of Financial Literacy

Item	Respondents' Answers												Mean
	STS		TS		CS		S		SS		Total		
	f	%	f	%	f	%	f	%	f	%	f	%	
FL1	0	0	0	0	2	1.2	44	25.9	124	72.9	170	100	4.72
FL2	0	0	0	0	3	1.8	52	30.6	115	67.6	170	100	4.67
FL3	0	0	1	0.6	2	1.2	63	37.1	104	61.2	170	100	4.59
FL4	0	0	0	0	7	4.1	62	36.5	101	59.4	170	100	4.55
FL5	0	0	0	0	2	1.2	68	40.0	100	58.8	170	100	4.58
FL6	0	0	0	0	2	1.2	74	43.5	94	55.3	170	100	4.54
Average													4.60

Source: Processed Primary Data, 2025

Based on Table 1. it can be seen that from 170 respondents taken as samples, it is known that most respondents assessed Financial Literacy in students as Very Good (Mean 4.60). This shows that the respondents' assessment of the Financial Literacy variable is included in the good category.

2. Digital Literacy

Table 2. Respondents Assessment of Digital Literacy

Item	Respondents' Answers												Mean
	STS		TS		CS		S		SS		Total		
	f	%	f	%	f	%	f	%	f	%	f	%	
DL1	0	0	3	1.8	5	2.9	73	42.9	89	52.4	170	100	4.46
DL2	0	0	4	2.4	8	4.7	75	44.1	83	48.8	170	100	4.39
DL3	0	0	4	2.4	14	8.2	65	38.2	87	51.2	170	100	4.38
DL4	0	0	7	4.1	5	2.9	70	41.2	88	51.8	170	100	4.41
DL5	0	0	1	0.6	9	5.3	77	45.3	83	48.8	170	100	4.42
DL6	1	0.6	2	1.2	4	2.4	72	42.4	91	53.3	170	100	4.47
Average													4.43

Source: Processed Primary Data, 2025

Based on Table 2. it is concluded from 170 respondents taken as samples, it is known that most respondents assessed the digital literacy as Very Good (Mean 4.43). This shows that the respondents' assessment of the digital literacy variable is included in the good category.

3. Business Innovation

Table 3. Respondents Assessment of Business Innovation

Item	Respondents' Answers												Mean
	STS		TS		CS		S		SS		Total		
	f	%	f	%	f	%	f	%	f	%	f	%	
BI1	0	0	3	1.8	5	2.9	73	42.9	89	52.4	170	100	4.46
BI2	0	0	4	2.4	8	4.7	75	44.1	83	48.8	170	100	4.39
BI3	0	0	4	2.4	14	8.2	65	38.2	87	51.2	170	100	4.38
BI4	0	0	7	4.1	5	2.9	70	41.2	88	51.8	170	100	4.41
BI5	0	0	1	0.6	9	5.3	77	45.3	83	48.8	170	100	4.42
Average													4.43

Source: Processed Primary Data, 2025

Based on Table 3. it is concluded from 170 respondents taken as samples, it is known that most respondents assessed the Business innovation as Very Good (Mean 4.43). This shows that the respondents' assessment of the Business innovation variable is included in the good category.

4. Entrepreneurial Orientation

Table 4. Respondents' Assessment of Entrepreneurial Orientation

Item	Respondents' Answers												Mean
	STS		TS		CS		S		SS		Total		
	f	%	f	%	f	%	f	%	f	%	f	%	
EO1	0	0	0	0	5	2.9	61	35.9	104	61.2	170	100	4.58
EO2	0	0	0	0	5	2.9	73	42.9	92	54.1	170	100	4.51
EO3	0	0	1	0.6	7	4.1	59	34.7	103	60.6	170	100	4.55
EO4	0	0	0	0	8	4.7	64	37.6	98	57.6	170	100	4.53
EO5	0	0	0	0	6	3.5	59	34.7	105	61.8	170	100	4.58
Average													4.56

Source: Processed Primary Data, 2025

Based on Table 4. it is concluded that from 170 respondents taken as samples, it is known that most respondents assessed the Entrepreneurial orientation as very good (Mean 4.56). This shows that the respondents' assessment of the Entrepreneurial orientation variable is included in the good category.

5. Business Performance

Table 5. Respondents Assessment of Entrepreneurial Intentions

Item	Respondents' Answers												Mean
	STS		TS		CS		S		SS		Total		
	f	%	f	%	f	%	f	%	f	%	f	%	
BP1	0	0	0	0	3	1.8	56	32.9	111	65.3	170	100	4.64
BP2	0	0	0	0	6	3.5	55	32.4	109	64.1	170	100	4.61
BP3	0	0	1	0.6	6	3.5	59	34.7	104	61.2	170	100	4.56
BP4	0	0	0	0	3	1.8	65	38.2	102	60.0	170	100	4.58
BP5	0	0	0	0	2	1.2	65	38.2	103	60.6	170	100	4.59
BP6	0	0	0	0	4	2.4	59	34.7	107	62.9	170	100	4.61
Average													4.60

Source: Processed Primary Data, 2025

Based on Table 5, it can be explained that from 170 respondents taken as samples, it is known that most respondents assessed the Business performance as Very High (Mean 4.60). This shows that the respondents' assessment of the Business performance variable is included in the good category.

Table 6. Results of Normality Test with Kolmogorov Smirnov Test

Variables	Sig.	Level of Significance	Information
Residual1	0.144	0.05	Normal
Residual2	0.820	0.05	Normal

Source: Processed Primary Data, 2025

Based on the results of the normality test with the Kolmogorov Smirnov Test above, it can be seen that the probability value is > 0.05 , so the regression model meets the normality assumption.

Path Analysis Test

This analysis is used to Literacy-Based Small Business Development in the Digital Era in Makassar City. It can be seen in the following figure:

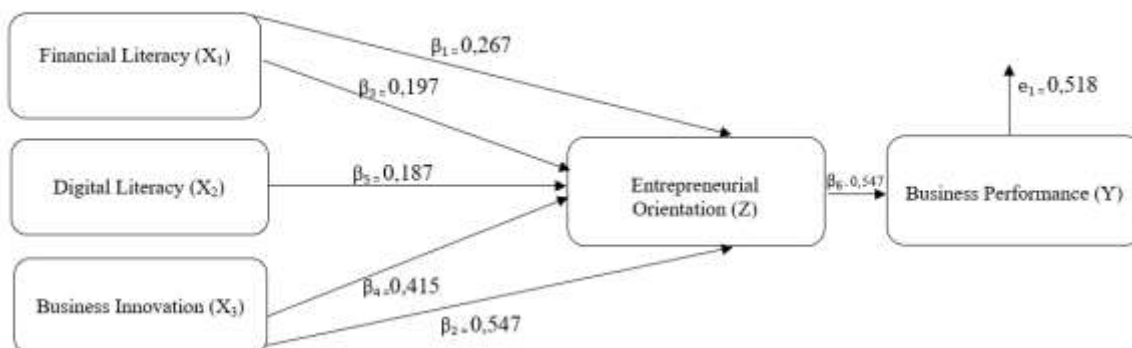


Figure 1. Path Analysis Coefficient

Financial Literacy has a positive and significant influence on Entrepreneurial orientation through Entrepreneurial Attitude.

Table 7. Path Analysis Results

Influence Between Variables	Influence		Total
	Direct	Indirect	
X1 Z Influence →	0.267	-	0.267
X2 Z Influence →	0.547	-	0.547
X1 Y Influence →	0.197	-	0.197
X2 Y Influence →	0.187	-	0.187
ZY Influence →	0.415	-	0.415
X1 ZY Influence →	0.267	0.111	0.377
X2 ZY Influence →	0.547	0.227	0.774

Source: Processed Primary Data, 2025

Based on the results of the path analysis in this study, the following empirical equation was created.

a. $Z = \beta_1 X_1 + \beta_2 X_2 + e_1$

$$Z = 0.267 X_1 + 0.547 X_2 + 0.518$$

b. $Y = \beta_3 X_1 + \beta_4 X_2 + \beta_5 Z + e_2$

$$Y = 0.197 X_1 + 0.187 X_2 + 0.415 Z + 0.547$$

Figure 4.1 above also explains the standardized beta and the magnitude of the indirect and direct influence of each variable.

Coefficient of determination: $R^2 = 1 - P_{e12} * P_{e22} \dots \dots \dots P_{ex2}$.

Interpretation (R^2) determination as follows:

$$R^2 = 1 - (0.5182)(0.5472) = 1 - 0.080 = 0.92$$

Based on the determination coefficient above, it shows a direct and indirect influence of 0.92 or 92% in other words the information contained in the data (92%) is explained by the model. While (8%) is explained by variables outside the model or this study.

DISCUSSION

Financial Literacy

Financial literacy plays a crucial role in business performance because it helps entrepreneurs manage limited financial resources. With adequate financial literacy, entrepreneurs can effectively manage cash flow, avoid waste, and make smart investment decisions. Research by Lusardi and Mitchell (2017) shows that high financial literacy contributes to better decision-making, which in turn improves business performance. High financial literacy can enhance entrepreneurial orientation because entrepreneurs who understand the importance of financial management are more likely to innovate, manage risks, and seek new opportunities in their businesses. In other words, entrepreneurs with good financial literacy are better able to manage their finances, which is the foundation for achieving long-term entrepreneurial goals.

Digital Literacy

In an increasingly digital business world, digital literacy is key to increasing competitiveness. Businesses that effectively utilize digital technologies such as social media for marketing, electronic payment systems, and e-commerce will find it easier to expand their markets, improve operational efficiency, and reach customers at lower costs. Research by Kim and Lee (2020) shows that businesses with strong digital literacy tend to be more efficient and adapt more quickly to market developments. Good digital literacy can strengthen entrepreneurial orientation because business actors are better able to seek new opportunities, innovate using technology, and manage risks that may arise in the digital environment. In this regard, digital literacy provides a stronger foundation for better entrepreneurial decision-making, which ultimately improves business performance.

Business innovation

Business innovation is crucial for creating competitive advantage. Businesses that fail to innovate will be left behind in an increasingly competitive market. Innovation enables businesses to adapt to changing market needs, find new ways to increase efficiency, and introduce better products or services. Research by Sari and Putra (2021) shows that businesses capable of innovation perform better because they can respond to market changes quickly and effectively.

Business innovation is highly dependent on entrepreneurial orientation. Entrepreneurs with a strong entrepreneurial orientation are more likely to seek out innovative opportunities and take the necessary risks to achieve them. In other words, business innovation is often driven by a proactive and risk-taking entrepreneurial attitude.

Entrepreneurial Orientation

Entrepreneurs with a strong entrepreneurial orientation tend to be more innovative, responsive to opportunities, and willing to take risks to grow their businesses. A strong entrepreneurial orientation can improve business performance by accelerating the innovation process, improving marketing strategies, and enhancing risk management. According to Lumpkin and Dess (1996), a strong entrepreneurial orientation is directly related to better business performance. Entrepreneurial orientation acts as a mediator linking financial literacy, digital literacy, and business innovation with business performance. For example, entrepreneurs with a strong entrepreneurial orientation are more likely to utilize financial and digital literacy to manage their businesses more efficiently and innovatively, ultimately improving business performance. Thus, entrepreneurial orientation integrates various factors to achieve optimal results.

Business performance

Business performance is the results achieved by a business in terms of operational effectiveness and efficiency, growth, profitability, and long-term sustainability. Business performance is often measured by indicators such as revenue, net profit, market share, and business growth rate. Business performance is influenced by several factors, including financial literacy, digital literacy, business innovation, and entrepreneurial orientation. In this context, sound financial management, utilization of digital technology, and the ability to innovate are important factors driving optimal business performance. In this study, entrepreneurial orientation acts as a mediator, strengthening the relationship between these variables and business performance.

CONCLUSION

This study aims to identify and analyze the influence of financial literacy, digital literacy, and business innovation on business performance, both directly and indirectly through entrepreneurial orientation in Makassar City. Based on the discussion presented, the following conclusions can be drawn:

1. Financial literacy plays a crucial role in business management because it helps business owners make informed decisions regarding cash management, investment, and financial planning. High financial literacy can improve business performance by reducing financial risk and optimizing resource utilization.
2. Digital literacy plays a significant role in the modern business world. Mastery of digital technology enables businesses to improve operational efficiency, expand markets, and innovate in products and marketing. With increased digital literacy, businesses can more easily adapt to market changes and meet evolving consumer needs.
3. Business innovation is essential to facing increasingly fierce market competition. Innovation is not only related to new product development but also includes improving operational process efficiency and implementing more effective business models. Innovation that successfully increases business competitiveness will directly impact business performance.
4. Entrepreneurial orientation plays a dual role: as a driving factor for innovation and as a mediator connecting financial literacy, digital literacy, and business innovation with business performance. Entrepreneurs with a strong entrepreneurial orientation are more likely to seize opportunities, innovate, and take calculated risks in managing their businesses.
5. Business performance is influenced by the interaction between financial literacy, digital literacy, business innovation, and entrepreneurial orientation. Optimal business performance is not only measured financially, but also in terms of effectiveness and efficiency in business management, as well as long-term sustainability achieved through innovation and adaptation to technological developments.

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