

# SYSTEMATIC LITERATURE REVIEW INNOVATION MODEL AS A MEDIATING AND MODERATING VARIABLE IN MSMEs PERFORMANCE

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## ABSTRACT

*Systematic literature reviews that focus on research on innovation variables as moderating and mediating exogenous variables on the performance of Micro, Small and Medium Enterprises (MSMEs) are still relatively rare. Therefore, the aim of this research is to determine the factors that influence MSME performance which are mediated or moderated by innovation variables. This type of qualitative research uses the Systematic Literature Review method. Article data collection comes from the Google Scholar database. Based on the search results, 180 articles were obtained from 2015 to 2024. After selecting and adjusting them to the research objectives, 30 articles were obtained. The results of this research show that factors influencing MSME performance are mediated by innovation variables including business networks, competitor orientation, market orientation, learning orientation, marketing strategies, entrepreneurial characteristics, business capital, entrepreneurial orientation, entrepreneurial competencies, learning capital, learning capability, technology orientation, technological capability, transactional capability, innovation-oriented technology assimilation strategy, human resource information system, leadership, relational capability, knowledge management, relational capability, market orientation, administrative innovation strategy, customer orientation, market orientation, and HRM. Other findings also found that factors influencing MSME performance were moderated by innovation variables, including supply chain management practices, learning orientation, market orientation, total quality management, and social media adoption. Factors influencing innovation performance which are moderated by innovation variables include open innovation, social media strategic capability, and innovation culture. This research provides recommendations for MSME players to be able to utilize various innovation models or variables to further develop and have competitiveness. This research provides suggestions for future researchers in conducting SLR regarding MSME Innovation and Competitive Advantage by focusing on the Moderation model.*

**Keywords:** *Systematic literature review, mediating, moderating, innovation, and performance of micro, small and medium enterprises.*

## 1. INTRODUCTION

Even though they are run on a small scale, MSME businesses prove that they are able to continue to drive the nation's economy. This achievement further strengthens the evidence that MSMEs have proven capable of surviving during the pandemic. So that Micro, Small and Medium Enterprises (MSMEs) can survive until their turnover continues to increase like large companies, it is important to implement innovation so that MSMEs can move up in class. MSMEs are considered to be the business sector that is most able to survive during the pandemic, but this is not something that MSME players can overcome easily. However, precisely under these conditions, MSMEs are unknowingly encouraged to carry out a number of creative innovations. There are two main things that MSMEs must pay attention to in order to survive. The fundamental factor is related to innovation and development of products that have been produced and the second is digital marketing (Juwitasari, 2022). Innovation is an

organization's ability to identify new ideas and transform these ideas into new products/services/processes that are better and beneficial for the organization (Aas & Breunig, 2017). Innovation carried out by organizations is very beneficial for organizational performance because innovation can increase productivity and customer satisfaction, improve management technical capabilities, and can improve company experience. According to Dibrell et al., (2014) that innovation is positively related to organizational performance. Beltramino et al., (2020), also explained that process innovation has a positive effect on SME performance.

Research on the factors that influence the performance of MSMEs using the SLR method has been carried out. However, research using the SLR method which focuses on innovation which mediates and moderates the relationship between various variables on MSME performance is still very rare. Therefore, this research reviews the role of innovation as a mediating variable in the relationship between various variables on MSME performance. Apart from that, this research will also review the role of innovation as a moderating variable in the relationship between various variables on innovation performance and MSME performance. This research is important to carry out so that MSMEs can innovate more as a basis for decision making and business strategy amidst increasing competition in order to gain profits and improve MSME performance.

## **2. RESEARCH METHODS**

The Systematic Literature Review (SLR) method in this observation involves reviewing certain discussion points which focus on specific problems that have been identified and classified in a structured manner, assessed, then concluded, and selected based on predetermined benchmarks based on evidence and facts. facts from quality research that are relevant to the research question (Latifah & Ritonga, 2020). The SLR research method is a literature review method that identifies, assesses, and interprets all findings from selected articles according to the research topic to answer research questions. When searching for articles relevant to the research topic, use the Google Scholar website <https://scholar.google.com/> and <http://google.com> as secondary data searches. The research subjects used Innovation and Performance of small, micro and medium enterprises (MSMEs).

The articles used are in the 2015–2024 time period and articles that examine innovation as a mediating variable, innovation as a moderator and articles that examine the performance of MSMEs. Based on this, the research questions in this study include:

RQ1: What factors influence MSME performance through innovation variables?

RQ2: What factors influence innovation performance and MSME performance that are moderated by innovation variables?

## **3. RESULTS AND DISCUSSIONS**

The results of the data search process from Google Scholar in this research were taken from several journals published in the period 2015 to 2024 which relate to the performance of Micro, Small and Medium Enterprises. Several journals were selected in accordance with the research criteria and research objectives, namely factors that influence MSME performance which are mediated or moderated by innovation variables.

Table 1. Factors that influence MSME performance are mediated by innovation variables

Research Article	Innovation Variables as Moderating Variables	Name of Journal
<b>Mpando &amp; Sandada (2015)</b>	Innovation mediates the relationship between business networks and business performance of SMEs	International Journal of Social Sciences and Humanity Studies
<b>Siahaan &amp; Tan (2020)</b>	Innovation capability memediasi dampak Learning Capital, learning capability, dan Technology orientation terhadap Firm Performance.	Asian Journal of Business Research
<b>Asemokha et al., (2019)</b>	Business model innovation mediates the relationship between entrepreneurial orientation and international performance.	Journal of International Entrepreneurship
<b>Khan et al., (2023)</b>	Innovation Capability mediates the relationship between Technological Capability and Transactional Capability with Performance.	Pakistan Journal of Humanities and Social Sciences
<b>Naidah et al., (2023)</b>	Entrepreneurial orientation towards the Performance of SMEs is mediated by business innovation.	International Journal of Economics Development Research.
<b>Mustikowati et al., (2022)</b>	Innovation capabilities mediate the relationship between family ownership and export performance	Journal of Economics, Finance and Management Studies.
<b>Majali et al., (2022)</b>	Green Product Innovation mediates the relationship between Leadership and Performance of SMEs	Journal of Open Innovation: Technology, Market, and Complexity.
<b>Alam et al., (2022)</b>	Market Orientation, Learning Orientation, and Marketing Strategies on Organizational Performance are mediated by Innovation.	Journal of Innovative Research in Management Sciences
<b>Kankam-Kwarteng et al., (2019)</b>	Service innovation mediates the relationship between Customer Orientation and Firm Performance.	Journal of Management Research
<b>Humairoh &amp; Budi (2019)</b>	Product Innovation mediates the relationship between Knowledge Management and Sales Performance	The International Journal of Business & Management
<b>Rhee &amp; Stephens (2020)</b>	Innovation capability mediates the relationship between innovation-oriented technology assimilation strategy and firm performance.	International Journal of Innovation Management
<b>AlKoliby et al., (2023)</b>	Innovation mediates the relationship between entrepreneurial competencies and SMEs' sustainable performance	Asia-Pacific Journal of Business Administration
<b>Poerwanto et al., (2022)</b>	Exploratory Innovation mediates the relationship Market Orientation and Corporate Performance	International Journal of Research in Business and Social Science
<b>D'souza et al., (2022)</b>	Innovation mediates the relationship between Competitor Orientation and Firm Performance	Asia Pacific Journal of Marketing and Logistics
<b>Pushpasiri &amp; Jayampathi (2021)</b>	Innovation mediates the relationship between Entrepreneurial Orientation and Organizational Performance.	Wayamba Journal of Management
<b>Juhdi &amp; Hashim (2018)</b>	Technological innovation on the relationship between HRM and firm performance.	International Journal of Business & Tehnopreneurship.
<b>Rochdi et al., (2017)</b>	Process innovation effectively mediates the relationship between entrepreneurial orientation and Firm Performance.	Polish Journal of Management Studies
<b>Mohamed et al., (2023)</b>	Innovation Capability mediates the relationship between Human Resource Information System and Organizational Performance.	International J. of Opers. and Quant. Management
<b>Andjarwati et al., (2021)</b>	Entrepreneurial Characteristics and Business Capital have an indirect effect on Marketing performance through Innovation.	International Journal of Ebusiness and Egovernment Studies
<b>Salisu &amp; Bakar (2020)</b>	Product innovation strategy, Process innovation strategy, and Administrative innovation strategy mediate the relationship between Relational capability and SMEs Performance.	International Journal of Information and Management Sciences
<b>Rahman et al.,</b>	Market orientation towards marketing performance is	International Journal of

(2021)	mediated by Product Innovation and Process Innovation.	Economic Development Research.
<b>Al-Sharif et al., (2023)</b>	Innovation capability mediates the relationship between entrepreneurial leadership and innovation performance	Advances in Social Sciences Research Journal
<b>Kareem et al., (2021)</b>	Innovation mediates the relationship between accounting information systems and knowledge management capabilities with organizational performance.	International Journal of Knowledge Management
<b>Khattak et al., (2022)</b>	Innovation Culture mediates the relationship between Digital platforms and Innovation Performance.	Journal of Entrepreneurship in Emerging Economies

Based on table 1, it explains that various innovation variables can act as mediating variables in the relationship between factors that influence the performance of micro, small and medium enterprises (MSMEs). These findings can be sorted as follows (1) The Innovation variable can mediate the relationship between Business Networks, Competitor Orientation, Market Orientation, Learning Orientation, Marketing Strategies, Entrepreneurial Characteristics, Business Capital, and Entrepreneurial Orientation on performance. Innovation mediates the relationship between entrepreneurial competencies and SMEs' sustainable performance; (2) The Innovation capability variable mediates Learning Capital, learning capability, Technology orientation, Technological Capability, Transactional Capability, Innovation-oriented technology assimilation strategy, and Human Resource Information System on Performance. Innovation capabilities mediate the relationship between family ownership and export performance; (3) The Business innovation variable mediates the relationship between entrepreneurial orientation on international performance and Performance of SMEs; (4) Product Innovation mediates the relationship between Leadership and Relational Capability on SMEs Performance. Product Innovation mediates the relationship between Knowledge Management and Sales Performance. Market orientation towards marketing performance is mediated by Product Innovation; (5) The Process innovation variable mediates the relationship between Relational capability and entrepreneurial orientation on SMEs Performance. Market orientation towards marketing performance is mediated by Product Innovation and Process Innovation; (6) Administrative innovation strategy mediates the relationship between Relational capability and SMEs Performance; (7) Service innovation mediates the relationship between Customer Orientation and Firm Performance; (8) Exploratory Innovation mediates the relationship between Market Orientation and Corporate Performance; and (9) Technological innovation mediates the relationship between HRM and Firm Performance.

Based on these findings and groupings, it can be explained that the results (RQ1) have found that the factors that influence MSME performance are mediated by innovation variables including Business Networks, Competitor Orientation, Market Orientation, Learning Orientation, Marketing Strategies, Entrepreneurial Characteristics, Business Capital, Entrepreneurial Orientation, entrepreneurial competencies, Learning Capital, learning capability, Technology orientation, Technological Capability, Transactional Capability, Innovation-oriented technology assimilation strategy, Human Resource Information System, Leadership, Relational capability, Knowledge Management, Relational capability, Market orientation, Administrative innovation strategy, Customer Orientation, Market Orientation, and HRM.

### **Factors Affecting Innovation Performance and MSME Performance which are Moderated by Innovation Variables**

Table 2. Innovation Variables as Moderation

Research Article	Innovation Variables as Moderation	Name of Journal
<b>Waiyawuththanapoom et</b>	Innovation significantly moderates the relationship	International Journal of Supply

<b>al., (2020)</b>	between supply chain management practices and Firm Performance.	Chain Management
<b>Aziz (2022)</b>	Innovation capability positively moderates the relationship between market orientation and total quality Management of Innovation Performance.	International Journal of Management Concepts and Philosophy
<b>Hassan &amp; Iqbal (2020)</b>	Innovative climate moderates the relationship between open innovation and innovative performance.	Pakistan Journal of Commerce and Social Sciences
<b>Ngammoh et al., (2021)</b>	Innovativeness, Proactiveness, and Risk-taking positively moderate the relationship between Social Media Strategic Capability and Innovation Performance.	Journal of Distribution Science.
<b>Natasha et al., (2023)</b>	Social media adoption influences Firm Performance, moderated by Innovation Capabilities.	Journal of Accounting and Finance
<b>Sawaeen &amp; Ali (2021)</b>	Innovation culture moderates the relationship between learning orientation and organizational performance.	Interdisciplinary Journal of Information, Knowledge, and Management.
<b>Khattak et al., (2022)</b>	Frugal Innovation moderates the relationship between Innovation Culture and Innovation Performance.	Journal of Entrepreneurship in Emerging Economies

Based on table 2, it explains that various innovation variables can act as moderating variables on various variables that influence the performance of micro, small and medium enterprises (MSMEs). These findings can be sorted as follows (1) The Innovation variable can moderate the relationship between supply chain management practices and Firm Performance. Innovation culture moderates the relationship between learning orientation and organizational performance; (2) Innovation capability moderates the relationship between market orientation and total quality management on Innovation Performance. Innovation Capabilities moderate the relationship between Social media adoption and Firm Performance; (3) Innovative climate moderates the relationship between open innovation and innovative performance; (4) Innovativeness, Proactiveness, and Risk-taking positively moderate the relationship between Social Media Strategic Capability and Innovation Performance; and (5) Frugal Innovation moderates the relationship between Innovation Culture and Innovation Performance.

Based on these moderation findings, it can be explained that the results (RQ2) have found that factors influencing MSME performance are moderated by innovation variables, including supply chain management practices, learning orientation, market orientation, total quality management, and social media adoption. The results (RQ2) have also found that the factors influencing innovation performance are moderated by innovation variables, including open innovation, Social Media Strategic Capability, and Innovation Culture.

#### **4. CONCLUSIONS AND SUGGESTIONS**

Based on the research results, it can be concluded that the results of the systematic literature review (SLR) can analyze and provide comprehensive information regarding innovation variables that can mediate various factors that influence the performance of MSMEs. These variables include Business Networks, Competitor Orientation, Market Orientation, Learning Orientation, Marketing Strategies, Entrepreneurial Characteristics, Business Capital, Entrepreneurial Orientation, entrepreneurial competencies, Learning Capital, learning capability, Technology orientation, Technological Capability, Transactional Capability, Innovation-oriented technology assimilation strategy, Human Resource Information System, Leadership, Relational

capability, Knowledge Management, Relational capability, Market orientation, Administrative innovation strategy, Customer Orientation, Market Orientation, and HRM.

The results of the systematic literature review (SLR) have also analyzed and provided comprehensive information regarding innovation variables in moderating various factors that influence innovation performance and MSME performance. These variables include supply chain management practices, learning orientation, market orientation, total quality management, and social media adoption. This research also found that the factors influencing innovation performance are moderated by innovation variables, namely open innovation, Social Media Strategic Capability, and Innovation Culture.

This research provides recommendations for MSME players to be able to utilize various innovation models or variables to further develop and have competitiveness. This research provides suggestions for future researchers in conducting SLR regarding MSME Innovation and Competitive Advantage by focusing on the Moderation model.

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