

Determinants of Business Success with Strategic Agility As a Mediating Variable (Study on MSMEs in Banjarbaru City)

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ABSTRACT

Within the period of globalization and mechanical improvement, commerce challenges are progressively complex, counting for Miniaturized scale, Little and Medium Undertakings (MSMEs). Banjarbaru City, as one of the cities in Indonesia, is the spine of the neighborhood economy with critical development within the number of business visionaries. MSMEs in Banjarbaru appear positive flow through trade expansion from inventive businesses to exchange. Be that as it may, major challenges such as constrained get to to capital, need of administrative abilities, showcase competition, and need of foundation still prevent the victory of MSMEs. Outside variables, such as administrative changes and moo utilization of computerized innovation, too worsen the circumstance. This investigate points to get it the variables that impact the trade victory of MSMEs in Banjarbaru through a all encompassing approach, joining entrepreneurial learning, computerized proficiency and key nimbleness. These three components are investigated not only independently but too in their intuitive to make adaptive and responsive commerce procedures. The Asset Based See (RBV) hypothesis is the most establishment of this investigate, which highlights the part of MSMEs' inside assets as a economical competitive advantage. RBV is significant to get it how entrepreneurial learning, computerized proficiency and key dexterity can be inside resources that move forward the competitiveness of MSMEs. Optimization of these assets is anticipated to fortify MSMEs' position within the advertise and back economical development. This inquire about offers modern commitments in understanding the victory components of MSMEs and gives key bits of knowledge for specialists, scholastics, and approach creators. In this way, this investigate underpins the advancement of MSMEs in Banjarbaru towards way better commerce success

INTRODUCTION

In the era of globalization and rapidly developing technology, challenges and competition in the business world are increasingly complex and dynamic. Changes in the global economy, developments in information technology, and market dynamics in general affect various aspects of business, including Micro, Small, and Medium Enterprises (MSMEs) (Dan & Entrepreneurship, 2021; Ichsan & Yusuf, 2021). At the local level, especially (MSMEs) in Banjarbaru City is one of the cities in Indonesia that is the backbone of the economy. The phenomenon of self-employment in Micro, Small, and Medium Enterprises (MSMEs) in Banjarbaru City reflects the dynamic development in the local economy. The city is witnessing significant growth in the number of entrepreneurs, driven by economic acceleration, technological development (Ni Wayan Eka Wijayanti, 2023, 2021; Rokhmah & Yahya, 2020). Entrepreneurs in Banjarbaru tend to diversify their businesses, exploiting a diversity of business types ranging from creative industries to trade (Bakaritantri et al., 2022; Sundari, 2019).

Ideally, MSMEs in Banjarbaru can optimize existing opportunities by strengthening business strategies that are adaptive and responsive to change so that the success rate of MSME businesses in Banjarbaru can increase. The success of MSME businesses is the main foundation in building a strong and sustainable local economy (Angelovska & Pulevska Ivanovska, 2019; Suhandana, 2020). MSMEs are not only the backbone of the local economy, but also the center of innovation and creativity that drives growth (Long et al., 2018; Zhao et al., 2021). MSMEs are able to adapt quickly to market changes and consumer trends, creating new products or services that meet market needs. The success of MSME businesses also has a significant social impact, empowering individuals and groups within local communities and helping to reduce unemployment rates by providing jobs (Hopp & Sonderegger, 2019; Suddaby & Jaskiewicz, 2020). In addition, MSMEs help in diversifying the economy of a region, making the economy more resilient to market changes and volatility (Andri et al., 2019; Tiwari & Suresha, 2021). Success can be reflected in significant revenue growth over a period of time, along with increased net income and stable profit levels.

However, the reality is that the implementation of various opportunities to support business success in MSME actors in Banjarbaru City still has many challenges. According to Al-Kwifit et al., (2020); Moudrý & Thaichon, (2020) there are several factors that can hinder the business success of MSME actors, such as access to capital is often a major challenge for MSMEs, as lack of access to loans or financing can limit the ability to grow a business. Limited managerial skills can hinder the effectiveness of business management, including financial, marketing, and HR management (N. T. P. Sari & Kusumawati, 2022). Intense competition in the local market is also an obstacle, especially in attracting customers and maintaining market share. In addition, limited human resources and constrained infrastructure, such as limited access to transportation and technology, can limit the operational capacity of MSMEs (Hasan et al., 2021). Confusing or changing regulations can also complicate business planning and management.

To address these issues and challenges, researchers highlight the importance of improving the business knowledge of MSME actors through entrepreneurial learning. Entrepreneurial learning should focus on developing good communication and negotiation skills, as well as strengthening networks and collaboration with other business actors (Almahry et al., 2019; Boldureanu et al., 2020; Gumilar, 2019). Entrepreneurial learning is an important milestone for MSME actors as it brings a number of benefits that are fundamental to their business success (Karlidag-Dennis et al., 2020; Yusuf & Mujahidin, 2022). Training provides a strong foundation of essential business knowledge and skills, such as strategic planning, financial management, marketing, and operational management, which help MSMEs manage their businesses more efficiently.

In addition to entrepreneurial learning, digital literacy also has an important role in influencing business success in Micro, Small and Medium Enterprises (MSMEs) (Kurdi et al., 2022; Saura, 2021). Digital literacy refers to the understanding and skills in using digital technology and the internet to manage, market, and grow a business (Apidana, 2021). In the midst of a changing business landscape that is increasingly digital, digital literacy is key in utilizing the opportunities offered by digital technology. Digital literacy allows MSME players to reach a wider market through the internet and social media (Omar & Atteya, 2020; R. P. Sari, 2022). By understanding how to use digital platforms to market products or services, MSMEs can increase their visibility and reach potential customers beyond geographical areas.

Meanwhile, researchers involve Strategic Agility is needed as a mediating variable to support the success of MSMEs. Strategic agility, which is the ability to adapt and respond quickly to changes and challenges in the business environment, is key for MSMEs in overcoming obstacles and problems that may arise (Elali, 2021). MSMEs need to have a flexible business strategy, allowing them to change business direction or tactics according to changing market and external conditions (Reed, 2020; Yijun Xing, Yipeng Liu, Roshan Boojihawon & Abstract, 2018). The implementation of strategic agility is very important in supporting the success of MSMEs in Banjarbaru City for several key reasons. With a constantly changing business environment and intense competition, MSMEs need to be able to adapt quickly to market changes, consumer trends, and other external factors (Lungu, 2020).

From the description presented, there are several potential areas that still need to be further explored, which is a gap in previous research. The concept of strategic agility as a mediating variable requires further research, especially in the context of MSME businesses in Banjarbaru. Further testing of how strategic agility mediates the relationship between entrepreneurial learning, digital literacy and MSME business success can provide deeper insights. By filling this gap, this research has novelty, located in a holistic approach that integrates entrepreneurial learning, digital literacy, and strategic agility in the context of MSMEs in Banjarbaru City. This research will not only explore the influence of each factor separately, but will also investigate how the interaction between the three can comprehensively affect the business success of MSMEs.

To extend the novelty, the researcher involves the RBV Resource Based View theory. RBV is closely related to this research because the internal resources of an organization become the source of sustainable competitive advantage (Barney et al., 2001; Burt & Soda, 2021; Hart, 1995). In the context of research on the business success of MSMEs in Banjarbaru City, the RBV concept can be applied to understand how entrepreneurial learning, digital literacy, and strategic agility, which are the focus of the research, act as internal resources that provide competitive advantage for MSMEs. Overall, the RBV concept helps understand how internal resources such as entrepreneurial learning, digital literacy, and strategic agility can be key factors in creating competitive advantage and increasing the business success of MSMEs in Banjarbaru City. By utilizing these internal resources well, MSMEs can strengthen their position in the market and achieve sustainable growth.

Thus, this research is expected to make a new contribution to the understanding of the factors that influence MSME business success, as well as provide valuable insights for practitioners, academics, and policy makers in supporting the development of MSMEs in Banjarbaru City. The results of this study are also expected to support the author's advocacy process to the local government in the process of handling out-of-school children.

LITERATURE REVIEW

Entrepreneurship Learning

Business enterprise learning is an critical portion that cannot be isolated from financial instruction. In outline, business enterprise learning is portion of financial instruction whose considers center on how person behavior in managing with customers, administrative abilities, prescience to see openings, tireless, diligent, unwavering and other behaviors in business enterprise (Agarwal et al., 2020; Bazkiaei et al., 2020; Gairola, 2019; Oo et al., 2018; Prabhu, 2019). Moreover, agreeing to Ellis et al., (2019), business enterprise instruction is the in general instruction and preparing exercises, both instructive and non-educational frameworks with the point of creating students' entrepreneurial eagerly.

Digital Marketing Literacy

Advanced Proficiency isn't as it were approximately the capacity to utilize unused innovations, learn to utilize unused instruments, or indeed apply these apparatuses and innovations to the learning prepare (Kitsios & Kamariotou, 2021; Ukko et al., 2019). In differentiate, concurring to (Ryan & Jones, 2009) digital literacy may be a profoundly adjusted capacity that empowers individuals to utilize specialized aptitudes and explore the differing data accessible on the web.

Strategy Agility

Vital Capacity in this think about is characterized as the capacity of MSMEs in Banjarbaru to adjust and react rapidly to advertise and innovative changes by viably changing their trade techniques (Haider & Kayani, 2021). In this consider, key dexterity acts as a intervening variable that joins entrepreneurial learning and computerized showcasing education with MSME commerce victory. It incorporates an assessment of speed, adaptability, and development in reacting

to showcase changes, as well as the capacity of MSMEs to recognize and capitalize on modern trade openings.

MSME Business Success

MSME Trade Victory in this ponder incorporates the accomplishment of monetary and non-financial objectives set by trade proprietors, such as income development, showcase share, client fulfillment, and operational supportability (Dan & Business, 2021). Measuring MSME commerce victory may include collecting information on monetary execution, client maintenance rates, and brand notoriety, as well as the trade owner's subjective appraisal of the accomplishment of trade objectives.

METHODOLOGY

This study employs a quantitative research design to examine the determinants of business success among MSMEs in Banjarbaru City, with strategic agility as a mediating variable. Data is collected through a structured questionnaire targeting MSME owners or managers, focusing on entrepreneurial skills, innovation capacity, market orientation, resource availability, strategic agility (flexibility, adaptability, responsiveness), and business success (financial performance, customer satisfaction, market share). A purposive sampling technique is used to select MSMEs operational for at least three years, with the sample size determined to ensure representativeness. Structural Equation Modeling (SEM) is utilized to analyze relationships and test the mediating role of strategic agility, supported by preliminary data checks such as normality, validity (EFA and CFA), and reliability (Cronbach's Alpha). Ethical considerations include informed consent, confidentiality, and voluntary participation, while the study acknowledges limitations such as reliance on self-reported data and the cross-sectional nature of the research. This methodology aims to provide insights into how strategic agility mediates the relationship between critical business determinants and success among MSMEs in Banjarbaru City.

This inquire about may be a quantitative approach that points to depict and analyze the impact between factors. The strategy utilized is graphic informative. There are four sorts of factors utilized counting two indicator factors Business Learning (X1), Advanced Showcasing Education (X2) one interceding variable to be specific Vital Dexterity (Z), and one measure variable to be specific MSME Trade Victory (Y). MSME players in Banjarbaru City taken an interest in this consider. We inquired about 306 respondents with 29 Google Shape questions sent through WhatsApp. The criteria for respondents in this think about are (1) trade on-screen characters who have been business visionaries for at slightest 2 a long time (2) commerce performing artists who have a cellphone/laptop.

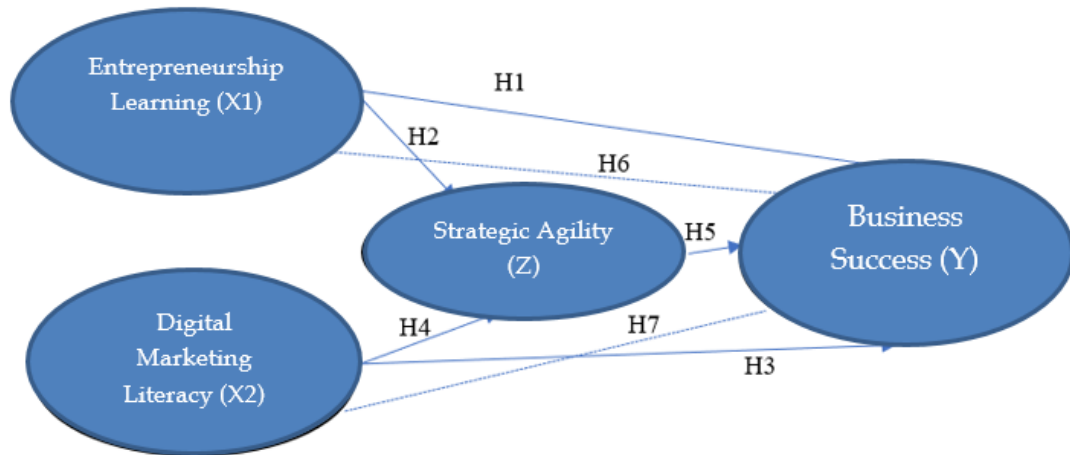


Figure 1. Picture of Research Framework

Instrument Development and Data Analysis

A study was utilized to ponder the Commerce Victory of MSMEs in Banjarbaru City. The investigate instrument was adjusted from past investigate and writing survey (Table 1). The survey was interpreted from English to Bahasa Indonesia and altered for the Indonesian setting. The survey was interpreted from English to Bahasa Indonesia and adjusted for the nearby setting. Entrepreneurial learning was measured with 6 things of Bazkiaei et al. (2020). Computerized Showcasing Proficiency was measured with 8 things from (Nisa & Pramesti, 2020; Petit et al., 2019; Santoso, 2020; Saura, 2021; Vieira et al., 2019). Vital Deftness is measured by 9 things from (Asikhia, 2021; Doz, 2019; Faisal et al., 2021; Lungu, 2020; Shams et al., 2020). And Commerce Victory was measured utilizing 6 things. The survey utilized inquired members to rate each explanation from 1 (unequivocally oppose this idea) to 5 (emphatically concur). This ponder utilized Shrewd PLS 3.0 for halfway slightest squares auxiliary condition modeling (PLS-SEM).(Corrales-Estrada et al., 2021)(Corrales-Estrada et al., 2021)(Corrales-Estrada et al., 2021)(Corrales-Estrada et al., 2021).

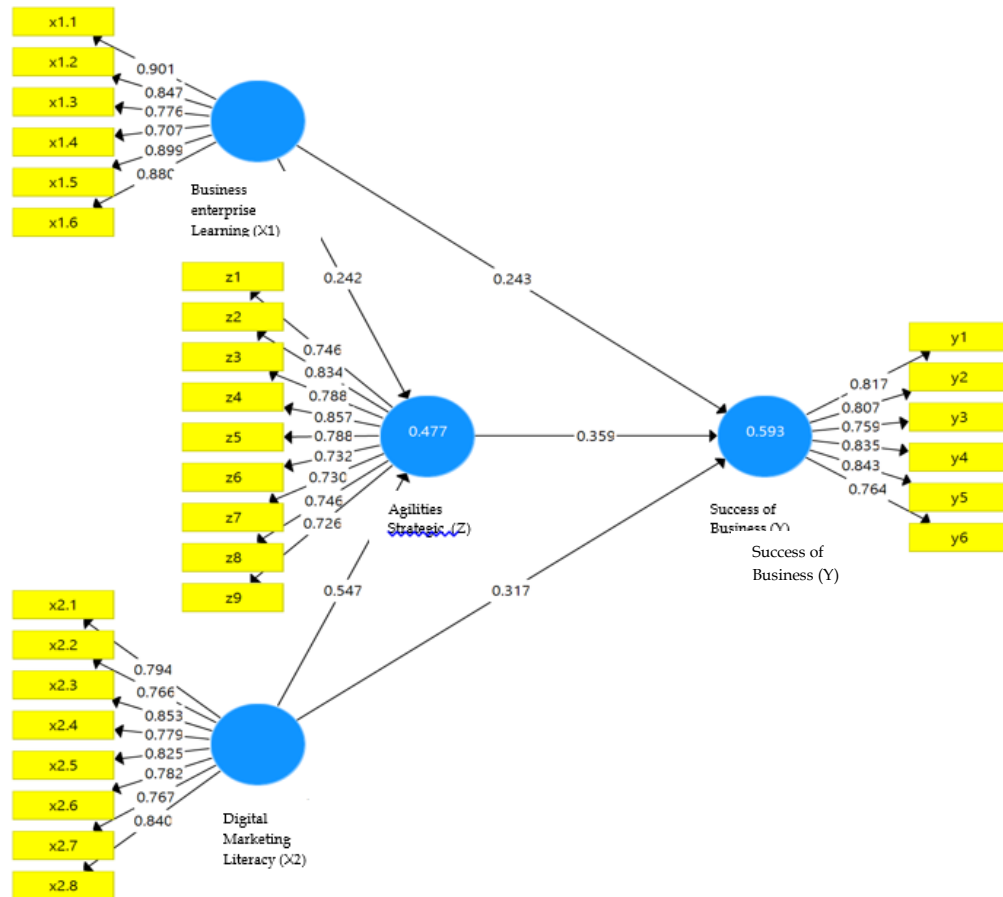
RESULT

External Model Evaluation

The PLS outside demonstrate is decided to guarantee the nearness of dependable rebellious. Models with assurance criteria are said to be solid when the composite unwavering quality (CR) and Cronbach's Alpha > 0.05 (Hair et al., 2019). The comes about appeared that the CR esteem of each develop was 0.917 to 0.935 for reliance. A noteworthy normal change extricated (AVE) > 0.50 shows concurrent legitimacy (Hair et al., 2019). Concurrent legitimacy was accomplished as all things surpassed 0.5 and the AVE of each build extended from 0.594 to 0.702 (>0.5). Calculate cross-loading was utilized to test discriminant legitimacy and focalized legitimacy. The cross-loading values for all factors of Entrepreneurial Learning (X1), Computerized Showcasing Proficiency (X2), Vital Dexterity (Z), and Commerce victory (Y) from 0.594 to 0.702, more than 0.70, demonstrate discriminant legitimacy.

Hypothesis Testing

The demonstrate tried the speculations utilizing basic condition modeling. The analysts utilized 306 bootstrap tests to show all t-statistics. As seen in Table 6, all four theories in this examination met the criteria, with t values extending from 3.028 to 8.897 (>1.645).



Source: Processed by researcher 2024

Figure 2. Calculation of Structural Equation Modelling

This think about employments the R-square (R²) show to appear the exactness of the show expectation. The coefficient of assurance (R Square) measures how well an exogenous build depicts an endogenous build. (Hair et al., 2019) gauges R² to be between and 1. An R² esteem over 0.75 implies expansive, whereas 0.50 and 0.25 implies little and powerless (Hair et al., 2019). The R-square for the Commerce Victory variable (Y) is 0.593, which implies that 59.3 percent of the change in Trade Victory (Y) can be clarified by the Business Learning variable (X1), Advanced Promoting Proficiency (X2) and Vital Nimbleness (Z) with a solid forecast level. The remaining 43.7 percent is affected by other factors that are not portion of this consider. Besides, the R² esteem of the Vital Agility (Z) variable is 0.477, which implies that 47.7% of the Key Dexterity (Z) fluctuation can be clarified by the Business enterprise Learning (X1) and Computerized Promoting Education (X2) factors with a solid forecast level.

The table underneath appears the esteem of concurrent legitimacy, discriminant legitimacy, and composite unwavering quality of the Enterprise Learning variable (X1).

Table 1. Measurement Results of Entrepreneurship Learning Model (X1)

Code	Variables and Indicators	Loading Factor	Cronbach's Alpha	CR	AVE
x1.1	So far, I have been following entrepreneurship learning in order to be able to develop a business	0.901	0.913	0.934	0.702
x1.2	So far, the theories that I get in entrepreneurship learning are in accordance with reality	0.847			
x1.3	I have a business from my own experience / self-taught	0.776			
x1.4	So far I can analyze risk.	0.707			
x1.5	With the provision of entrepreneurship learning I can read business opportunities more widely	0.899			
x1.6	With Entrepreneurship Education I can understand Market Needs	0.880			

Source: Processed by Researcher 2024

Based on the Estimation Comes about Table of the Business enterprise Learning Demonstrate (X1), it is known that the Business enterprise Learning variable (X1) after the focalized legitimacy test utilizing SmartPls 3.0 program, all pointer things have a stacking figure within the extend of 0.707-0.901 over 0.70 or > 0.70. Hence, alluding to the suppositions of Chin (1998), Chin (2010) and Hair, et al. (2013) 6 markers on the Business enterprise Learning variable (X1) meet merged validity.

Furthermore, based on the Estimation Comes about Table of the Business enterprise Learning Demonstrate (X1), it is known that the Entrepreneurship Learning variable (X1) encompasses a Cronbach's alpha esteem (a), $0.913 > 0.70$, and composite unwavering quality (CR) of $0.934 > 0.70$ so that it meets the composite unwavering quality test (Chin, 1998; Chin, 2010; Hair, et al., 2013). The Business enterprise Learning Show Estimation Comes about Table (X1) moreover appears that the Business Learning variable (X1) has an normal fluctuation extricated (AVE) of $0.702 > 0.5$ so that it meets merged legitimacy (Chin, 1998; Chin, 2010; Hair, et al., 2013). Based on the Estimation Comes about Table of the Business Learning Show (X1) and the past depictions, it can be concluded that the Enterprise Learning variable (X1) meets merged legitimacy, discriminant legitimacy, and composite reliability.

The table underneath appears the esteem of focalized legitimacy, discriminant legitimacy, and composite unwavering quality of the Advanced Showcasing Education variable (X2).

Table 2. Digital Marketing Literacy Model Measurement Results (X2)

Code	Variables and Indicators	Loading Factor	Cronbach's Alpha	CR	AVE
x2.1	I have been marketing my business using more than two social media marketing apps.	0.794	0.920	0.935	0.642
x2.2	I have been marketing my business using more than two e-commerce applications.	0.766			
x2.3	I have been able to analyze competitors using social media marketing / e-commerce.	0.853			
x2.4	I have a business idea without capital	0.779			
x2.5	So far, I know market research on hot-selling products/market research through digital marketing.	0.825			
x2.6	So far, I know market research	0.782			
x2.7	So far I can do content writing targeting SEO (Search Engening Optimization)	0.767			
x2.8	So far, I can create content on social media	0.840			

Source: Processed by researcher 2024

Based on the concurrent legitimacy test utilizing SmartPls 3.0 computer program, it is found that the 8 marker things for the Computerized Promoting Education variable (X2) have a stacking calculate within the run of 0.766-0.853 > 0.70. In this way, alluding to the conclusions of Chin (1998), Chin (2010) and Hair, et al. (2013), the 8 pointers on the Advanced Promoting Education variable (X2) meet concurrent legitimacy.

Furthermore, based on the Computerized Promoting Education Show Estimation Comes about Table (X2), it is known that the Computerized Marketing Literacy variable (X2) encompasses a Cronbach's alpha esteem (a), 0.920 > 0.70, and a composite unwavering quality (CR) esteem of 0.935 > 0.70 so that it meets the composite unwavering quality test (Chin, 1998; Chin, 2010; Hair, et al., 2013). The Computerized Promoting Proficiency Demonstrate Estimation Comes about Table (X2) too appears that the Advanced Showcasing Proficiency variable (X2) has an normal fluctuation extricated (AVE) of 0.642 > 0.5 so that it meets focalized legitimacy (Chin, 1998; Chin, 2010; Hair, et al., 2013). Based on the Table of Estimation Comes about of the Computerized Promoting Education Show (X2) and the past depictions, it can be concluded that the Advanced Showcasing Proficiency variable (X2) meets concurrent legitimacy, discriminant legitimacy, and composite reliability.

The table underneath appears the esteem of focalized legitimacy, discriminant legitimacy, and composite unwavering quality of the Vital Dexterity variable (Z).

Table 3. Strategic Agility (Z) Model Measurement Results

Code	Variables and Indicators	Loading Factor	Cronbach's Alpha	CR	AVE
z1	The decision-making process in my business is fast and efficient.	0.746	0.915	0.930	0.598
z2	I use accurate data and information to support quick decision making.	0.834			
z3	My business regularly develops new products or services to meet changing market needs.	0.788			
z4	my team and I are always looking for innovative ways to improve the quality of products or services offered.	0.857			
z5	I have effective methods in place to assess the impact and likelihood of risks occurring.	0.788			
z6	My business actively establishes strategic partnerships with suppliers to improve operational efficiency.	0.732			
z7	I frequently collaborate with distributors to expand market reach and increase sales.	0.730			
z8	My business regularly monitors market trends to identify new opportunities and threats.	0.746			
z9	My business relies on comprehensive market analysis to formulate business strategies.	0.726			

Source: Processed by Researcher 2024

Based on the concurrent legitimacy test utilizing SmartPLS 3.0 program, 9 marker things for the Key Dexterity (Z) variable were gotten which had a stacking calculate within the run of $0.726-0.857 > 0.70$. Hence, alluding to the conclusions of Chin (1998), Chin (2010), and Hair, et al. (2013), the 9 pointer things on the Key Deftness variable (Z) meet concurrent legitimacy.

Furthermore, based on the Vital Deftness (Z) Show Estimation Comes about Table, it is known that the Strategic Agility (Z) variable encompasses a Cronbach's alpha (a) esteem of $0.915 > 0.70$, and a composite unwavering quality (CR) esteem of $0.930 > 0.70$ so that it meets the composite unwavering quality test (Chin, 1998; Chin, 2010; Hair, et al., 2013). The Vital Nimbleness (Z) Demonstrate Estimation Comes about Table moreover appears that the Vital Deftness (Z) variable has an normal change extricated (AVE) of $0.598 > 0.5$ so that it meets concurrent legitimacy (Chin, 1998; Chin, 2010; Hair, et al., 2013). Based on the Vital Deftness (Z) Demonstrate Estimation Comes about Table and the past portrayals, it can be concluded that the Key Dexterity (Z) variable meets focalized legitimacy, discriminant legitimacy, and composite reliability.

The table underneath appears the esteem of concurrent legitimacy, discriminant legitimacy, and composite unwavering quality of the Trade Victory variable (Y).

Table 4. Measurement Results of Business Success Model (Y)

Code	Variables and Indicators	Loading Factor	Cronbach's Alpha	CR	AVE
y1	So far, I have been able to establish product credibility and quality	0.817	0.891	0.917	0.648
y2	I have been able to guarantee customer satisfaction	0.807			
y3	I have been able to manage my resources well	0.759			
y4	So far I have been able to maintain and develop my business in any condition	0.835			
y5	So far I have an income target	0.843			
y6	So far I have a business license/business legality	0.764			

Source: Processed by Researcher 2024

Based on the focalized legitimacy test utilizing SmartPls 3.0 program, 6 marker things of the Commerce Victory variable (Y) were gotten which had a stacking figure within the run of $0.759-0.843 > 0.70$. Hence, alluding to the conclusions of Chin (1998), Chin (2010) and Hair, et al. (2013), the 6 marker things on the Commerce Victory variable (Y) fulfill merged legitimacy.

Furthermore, based on the Trade Victory Demonstrate Estimation Comes about Table (Y), it is known that the Business Success variable (Y) encompasses a Cronbach's alpha esteem (a), $0.891 > 0.70$, and a composite unwavering quality (CR) esteem of $0.917 > 0.70$ so that it meets the composite unwavering quality test (Chin, 1998; Chin, 2010; Hair, et al., 2013). The Trade Victory Show Estimation Comes about Table (Y) too appears that the Commerce Victory variable (Y) has an normal fluctuation extricated (AVE) of $0.648 > 0.5$ so that it meets focalized legitimacy (Chin, 1998; Chin, 2010; Hair, et al., 2013). Based on the Commerce Victory Demonstrate Estimation Comes about Table (Y) and the past depictions,

it can be concluded that the Trade Victory variable (Y) meets focalized legitimacy, discriminant legitimacy, and composite unwavering quality.

Table 5. Discriminant Validity

	X1 (Entrepreneurship Learning)	X2 (Digital Marketing Literacy)	Y (Business Success)	Z (Strategic Agility)
X1 (Entrepreneurship Learning)	0.805			
X2 (Digital Marketing Literacy)	0.662	0.801		
Y (Business Success)	0.562	0.452	0.838	
Z (Strategic Agility)	0.686	0.656	0.489	0.773

Source: Processed by Researcher 2024

In addition to using the criteria as described, the discriminant validity test in this study also refers to the criteria developed by Fornell-Larscher (1988). The Discriminant Validity Table is the result of the discriminant validity test referring to the Fornell-Larscher criteria. Based on the Discriminant Validity Table, it is known that the variables of Entrepreneurship Learning (X1), Digital Marketing Literacy (X2), Strategic Agility (Z), and Business Success (Y), the Fornell-Larcker Criterion value of each construct is greater than its correlation with other variables, which means that these variables meet discriminant validity (Fornell, 1988; Chin, 2009; Hair, et al., 2013).

Furthermore, hypothesis testing is carried out using t statistical analysis or t test (t count must be > 1.645), and the p value (probability) must be smaller (<) than 0.050. If the results of data processing meet the required values, then the research hypothesis that has been proposed can be accepted. The research hypothesis testing will be discussed step by step in accordance with the proposed hypothesis. This study proposes seven hypotheses, the discussion of which is described in the following section.

Table 6. Hypothesis Testing

Direct Influence	T Statistics	t-value Sobel Test	P Values
Digital Marketing Literacy (X2) -> Business Success (Y)	3.028		0.003
Digital Marketing Literacy (X2) -> Strategic Agility (Z)	8.897		0.000
Entrepreneurship Learning (X1) -> Business Success (Y)	4.742		0.000
Entrepreneurship Learning (X1) -> Strategic Agility (Z)	4.158		0.000
Strategic Agility (Z) -> Business Success (Y)	3.611		0.000
Indirect Effect			
Digital Marketing Literacy (X2) -> Strategic Agility (Z) -> Business Success (Y)		2.786	0.006
Entrepreneurship Learning (X1) -> Strategic Agility (Z) -> Business Success (Y)		4.001	0.000

Source: Processed by Researcher 2024

DISCUSSION

The primary investigate result found that entrepreneurial learning influences the commerce victory of MSME performing artists in Banjarbaru City. The superior the entrepreneurial learning, the higher the commerce victory of MSME players in Banjarbaru City. Bad habit versa, the more awful the entrepreneurial learning, the more regrettable the trade victory of MSME players in Banjarbaru City will be. The comes about of this think about too appear that entrepreneurial learning is in a great category, as well as the trade victory of MSME players in Banjarbaru City is in a good category as well. This is often upheld by investigate conducted by (Moelrine & Syarif, 2022) which found that business enterprise preparing and trade mentoring have a significant impact on the improvement of cultivated MSMEs in Tasikmalaya. Within the consider, enterprise preparing was appeared to contribute 66.6% to the trade advance of MSME players, whereas other variables such as capital accessibility and framework moreover made extra contributions.

The moment inquire about result in this think about found that computerized promoting education influences the commerce victory of MSME players in Banjarbaru City. The superior the advanced showcasing education, the higher the trade victory of MSME players in Banjarbaru City. Bad habit versa, the more awful the computerized promoting proficiency, the more awful the commerce victory of MSME players in Banjarbaru City will be. The comes about of this ponder moreover appear that computerized showcasing proficiency is in a great category, as well as the trade victory of MSME players in Banjarbaru City is in a great category as well. This finding is in line with past investigate that highlights the significance of computerized promoting education for the advance

of MSMEs. Inquire about by PRASETYO, (2020) appears that a great understanding of computerized showcasing gives a competitive advantage for MSMEs in coming to customers broadly and productively, which in turn increments turnover and commerce supportability. The same thing was moreover appeared by the ponder of Ekawarti & Agustini, (2019), which found that MSME players who have advanced showcasing proficiency are able to utilize different computerized stages to advance their items, in this way effectively expanding deals. In expansion, Utami & Ferdiansah's ponder (2019) uncovered that MSMEs with great computerized promoting proficiency tend to be more versatile to changing showcase patterns and are able to utilize innovation to extend the advertise. Based on these ponders, it shows up that computerized showcasing education not as it were plays a part in progressing specialized information but too makes a difference in fortifying competitiveness and long-term victory for MSMEs, as watched in Banjarbaru City.

The third investigate result in this think about found that entrepreneurial learning influences the vital nimbleness of MSME performing artists in Banjarbaru City. The superior the entrepreneurial learning, the higher the vital nimbleness of MSME players in Banjarbaru City. Bad habit versa, the more awful the entrepreneurial learning, the more regrettable the key nimbleness of MSME players in Banjarbaru City. The comes about of this consider moreover appear that entrepreneurial learning is in a great category, as well as the key dexterity of MSME on-screen characters in Banjarbaru City is in a great category as well. This can be in line with investigate conducted by Moelrine & Syarif, (2022) which emphasizes that enterprise preparing and trade mentoring contribute to expanding the adaptability of MSME actors to changes within the commerce environment. This can be closely related to vital dexterity, where commerce on-screen characters are required to be responsive and adaptable to showcase flow. In expansion, Arsakiyana & Sulistyowati, (2022) also appeared the significance of advanced education in enterprise learning to make strides the capacity of MSME performing artists to reply to showcase changes. Digitalization coordinates with entrepreneurial techniques makes a difference business people define fitting and versatile activities in confronting commerce challenges. Moreover, Adolph's (2019) think about found that entrepreneurial involvement and abilities energize MSME on-screen characters to be more vital in making choices and adjusting to questionable circumstances. This proposes that important enterprise learning not as it were upgrades hypothetical understanding, but moreover creates the capacity to act adaptably and inventively in a competitive trade environment.

The fourth inquire about result in this think about found that advanced promoting proficiency influences the key nimbleness of MSME players in Banjarbaru City. The superior the advanced showcasing proficiency, the higher the key nimbleness of MSME players in Banjarbaru City. Moreover, on the opposite, the more awful the computerized showcasing proficiency, the more regrettable the key nimbleness of MSME players in Banjarbaru City will be. The comes about of this think about moreover appear that computerized promoting education is in a great category, as well as the vital deftness of MSME players in

Banjarbaru City is in a great category as well. Usually significant to inquire about by Konwar et al. (2023) appearing that the capacity of MSME performing artists to get it and utilize computerized stages such as social media, e-commerce, and computerized analytics plays a major part in expanding responsiveness to showcase changes. Great advanced proficiency permits MSME players to adjust rapidly to customer needs and make compelling showcasing techniques within the middle of a energetic trade environment. Inquire about by Nurhayati et al., (2020) inquire about by (Apidana, (2021) too highlights that advanced proficiency empowers MSMEs to get to real-time information, analyze shopper behavior, and make key choices that bolster business continuity. This capacity makes a difference MSME players keep up vital nimbleness, indeed within the confront of competitive weights and fast showcase changes.

The fifth inquire about result in this think about found that vital deftness influences the commerce victory of MSME players in Banjarbaru City. The superior the key nimbleness, the higher the commerce victory of MSME players in Banjarbaru City. Moreover, on the opposite, the more awful the key nimbleness, the more regrettable the trade victory of MSME players in Banjarbaru City will be. The comes about of this think about too appear that key nimbleness is in a great category, as well as the trade victory of MSME players in Banjarbaru City is in a great category as well. Faisal et al. (2021) highlighted that MSMEs that have great vital deftness are way better able to adjust and react rapidly to showcase changes, which in turn increments their commerce victory. The capacity to alter commerce procedures rapidly and successfully makes a difference MSME players to remain important in a competitive and energetic advertise. Investigate by Prange & Hennig, (2019) too uncovered that vital nimbleness is closely related to MSME trade victory. They found that MSME performing artists who are able to adjust trade techniques to outside changes such as advertise patterns and financial conditions tend to be more effective in overseeing their businesses. The ability to act rapidly within the confront of commerce challenges, which is the quintessence of key dexterity, decides the long-term victory of MSMEs. Moreover, Asikhia, (2021) included that MSME players who have key deftness are moreover way better able to distinguish advertise openings and confront dangers in a more arranged and versatile way. Hence, they are able to create way better and quicker choices, which straightforwardly affect the victory and maintainability of their commerce in a challenging advertise.

The 6th investigate result in this ponder appears that there's a noteworthy impact between entrepreneurial learning that can make positive key agility so as to make trade victory for MSME players in Banjarbaru City. This implies that great entrepreneurial learning can increment key deftness and can make commerce victory. Vital deftness has an compelling part as a partial mediation between entrepreneurial learning and Trade Victory. Typically in line with inquire about conducted by Yijun Xing, et al (2018) found that viable entrepreneurial learning can move forward the capacity of MSME on-screen characters to adjust to showcase changes, which is the substance of key nimbleness. In their inquire about, MSME players prepared in business

enterprise tend to reply more rapidly to showcase challenges and openings, which contributes to the long-term victory of their commerce. Investigate by Reed, (2020) moreover bolsters these discoveries by appearing that key dexterity plays an vital part as a go between between entrepreneurial learning and commerce victory. They found that MSME players who have the capacity to alter trade methodologies rapidly, based on experiences picked up from entrepreneurial learning, are more fruitful in overseeing their commerce and keeping up competitiveness. Besides, Firmansyah and Roosmawarni (2019) uncovered that the capacity to improve and adjust rapidly through vital nimbleness is closely related to the quality of enterprise learning gotten by MSME performing artists. They appeared that viable business instruction energizes MSME on-screen characters to create speed and adaptability in making key choices, which eventually increments commerce success.

Based on the comes about of the ponder, a few critical suggestions can be distinguished how entrepreneurial learning, computerized showcasing proficiency can influence the trade victory of MSME players in Banjarbaru City through key deftness. The comes about of this ponder show that the more entrepreneurial learning, advanced promoting education increments, the more the commerce victory of MSME players in Banjarbaru City will increment through vital nimbleness. The following are suggestions for MSME actors in Banjarbaru City, from the examination of entrepreneurial learning factors, it appears that the primary thing that must be progressed is the capacity of MSMEs to be able to analyze dangers. This address has the most reduced score, meaning that MSME actors must progress their capacity to analyze dangers. The capacity to analyze dangers not as it were makes a difference MSMEs in securing their commerce from potential losses but moreover permits them to function more effectively, make way better choices, and increment the chances of long-term victory. From the computerized promoting proficiency factors that have to be moved forward, particularly the capacity to have commerce thoughts without capital. MSME performing artists can discover commerce thoughts without capital or minimal capital, for case by selling services that don't require huge capital, such as counseling, coaching, or realistic plan administrations, computerized substance composing administrations, dropshipping, computerized items such as e-books and online courses. From the key nimbleness factors that have to be made strides could be a comprehensive showcase investigation to define trade methodologies. Comprehensive advertise examination permits businesses to define methodologies that are way better and more in line with advertise conditions. This makes a difference in optimizing development openings andtoo in overseeing dangers and making strides operational productivity. Of the business victory factors that got to be improved is the nonappearance of income targets possessed by MSME players. Setting income targets makes a difference MSMEs to be more organized, centered in running the commerce. With clear targets, MSMEs can superior arrange and oversee their trade, in this way expanding the chances of achieving long-term victory.

CONCLUSIONS AND RECOMMENDATIONS

Based on the inquire about comes about, it is concluded that Entrepreneurial Learning (X1) includes a positive and critical impact on Trade Victory (Y). This implies that the higher the level of entrepreneurial learning, the more noteworthy the opportunity for MSMEs to attain victory in their trade. The same too applies to Computerized Promoting Education (X2), which is demonstrated to essentially influence Commerce Victory (Y). The higher the advanced showcasing proficiency, the superior the commerce execution of MSMEs. In expansion, Business enterprise Learning (X1) too altogether contributes to the advancement of Vital Nimbleness (Z), which reflects the flexibility and key reaction of MSMEs to alter. Moreover, Key Nimbleness (Z) itself is demonstrated to have a critical impact on Commerce Victory (Y), demonstrating that the capacity of MSMEs to adjust deliberately is one of the key components in achieving business victory. In expansion, Key Dexterity moreover acts as a intervening variable within the relationship between Entrepreneurial Learning (X1) and Advanced Promoting Proficiency (X2) on Commerce Victory (Y). In other words, the higher the Entrepreneurial Learning and Computerized Showcasing Proficiency, the more noteworthy the affect on Commerce Victory through expanded Vital Nimbleness. These in general discoveries affirm the significance of entrepreneurial learning, advanced promoting proficiency, and vital deftness as commonly steady components in driving the comprehensive victory of MSMEs.

FURTER STUDY

Based on the depiction of the conclusions and suggestions already portrayed, analysts give a few recommendations that are anticipated to bolster the victory of MSMEs in Banjarbar City. To begin with, MSME performing artists ought to move forward their capabilities in different angles to back the victory and maintainability of their businesses. One critical capability is chance investigation, which empowers MSME players to ensure their businesses from potential misfortunes, make more astute decisions and make strides operational effectiveness. In expansion, they moreover ought to be imaginative in finding commerce thoughts without huge capital, such as advertising administrations that don't require huge speculations, such as counseling, mentoring, realistic plan administrations, computerized substance composing, dropshipping, or computerized items such as e-books and online courses. On the other hand, MSME players must too have comprehensive advertise examination aptitudes in arrange to define trade procedures that are more focused on and in line with advertise flow. A profound understanding of customer needs and showcase patterns will offer assistance them tailor their items or administrations to the existing request. In expansion, setting income targets is additionally an vital step for MSMEs. These targets not as it were offer assistance businesses gotten to be more organized, but too give center in running the trade so that they can accomplish brief and long term objectives more successfully. By acing these abilities, MSMEs can fortify their competitiveness and make openings for economical victory. From the conclusions, Enterprise Instruction and Advanced Promoting Proficiency can be considered to be included to the learning prepare

in Equivalency Instruction for out-of-school children who return to learning through non-formal instruction channels or given through coordinate preparing to out-of-school children as one of the endeavors to handle out-of-school children in Banjarbaru City and in other regions in South Kalimantan. The trust is that out-of-school children who return to non-formal instruction or equivalency instruction or who don't need to return to school can have an intrigued in enterprise and ended up work makers.

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