

## Entrepreneurship in the Kebaya Fashion Industry: Its Impact on Monthly Business Turnove

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### ABSTRACT

The fashion industry plays a significant role in supporting economic growth and creating business opportunities, particularly in the cultural fashion sector. One of Indonesia's traditional fashion products that continues to attract consumer interest is the kebaya. The development of entrepreneurship in the kebaya fashion industry has contributed to business sustainability and increased market competitiveness. This study aims to analyze the impact of entrepreneurial activities in the kebaya fashion industry on monthly business turnover. The research employs a quantitative approach using survey methods to collect data from kebaya fashion entrepreneurs. Data were analyzed using descriptive statistics and regression analysis to determine the relationship between entrepreneurial practices and business performance. The findings indicate that entrepreneurial activities, including innovation, product diversification, digital marketing utilization, customer relationship management, and business networking, have a positive and significant effect on monthly business turnover. Entrepreneurs who actively adopt innovative strategies and digital platforms tend to achieve higher revenue growth compared to those relying on conventional business practices. The study highlights the importance of entrepreneurial capabilities in enhancing business performance and sustaining growth in the competitive fashion market.

**Keywords:** Entrepreneurship, Kebaya Fashion Industry, Business Performance, Monthly Turnover, Revenue Growth

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## INTRODUCTION

The fashion industry has emerged as one of the most dynamic sectors contributing to economic growth, employment creation, and entrepreneurial development worldwide. In developing countries, the fashion sector plays a crucial role in empowering small and medium-sized enterprises (SMEs) by providing opportunities for innovation, cultural preservation, and market expansion. The increasing integration of cultural heritage into contemporary fashion trends has further enhanced the competitiveness of traditional fashion products in both domestic and international markets. Among Indonesia's cultural fashion products, the kebaya occupies a unique position as a traditional garment that symbolizes national identity, cultural values, and women's elegance. The growing popularity of kebaya fashion has transformed it from a ceremonial attire into a promising entrepreneurial business sector capable of generating significant economic value (Pratama & Wulandari, 2022).

Entrepreneurship is widely recognized as a driving force behind economic development and business sustainability. Entrepreneurial activities encourage innovation, market responsiveness, and value creation, which ultimately contribute to organizational performance and profitability. In the context of SMEs, entrepreneurship enables business owners to identify market opportunities, develop innovative products, and adapt to changing consumer preferences. According to Rahman and Yusuf (2023), entrepreneurial orientation characterized by innovation, proactiveness, and risk-taking significantly influences business growth and financial performance. This perspective is particularly relevant to the kebaya fashion industry, where entrepreneurs must continuously adapt designs, production methods, and marketing strategies to meet evolving consumer demands.

The development of digital technology has accelerated changes in consumer behavior within the fashion industry. The widespread use of e-commerce platforms, social media marketing, and digital payment systems has created new opportunities for fashion entrepreneurs to reach broader markets and improve business performance. Digital transformation has become an essential factor influencing the competitiveness of fashion businesses, including those operating in traditional cultural fashion segments. Research conducted by Suryani et al. (2024) revealed that digital marketing adoption positively affects

customer engagement and sales performance among fashion SMEs. The integration of digital technologies allows kebaya entrepreneurs to showcase products more effectively, communicate directly with customers, and expand market access beyond local geographical boundaries.

Indonesia's creative economy has increasingly emphasized the role of cultural industries in promoting sustainable economic development. The government has introduced various policies and programs aimed at supporting SMEs and strengthening the competitiveness of local creative industries. The fashion subsector consistently contributes a substantial share to Indonesia's creative economy output and employment generation. According to the Ministry of Tourism and Creative Economy (2024), fashion remains one of the largest contributors to creative economy revenues, demonstrating strong resilience and growth potential. Within this framework, kebaya fashion businesses represent an important component of the cultural economy, combining traditional heritage with entrepreneurial innovation.

The recognition of kebaya as a significant cultural asset has also contributed to the expansion of market demand. Efforts to preserve and promote kebaya through cultural festivals, fashion exhibitions, and international recognition initiatives have increased public awareness and appreciation of traditional fashion products. In 2023, the growing international acknowledgment of kebaya as an element of Southeast Asian cultural heritage further strengthened its visibility in global markets (Utami & Sari, 2024). This recognition has encouraged entrepreneurs to develop new business models that integrate cultural authenticity with contemporary fashion trends, creating opportunities for revenue growth and market diversification.

Consumer preferences in the fashion industry have undergone substantial transformation over the past decade. Modern consumers increasingly seek products that offer uniqueness, cultural value, sustainability, and personalized experiences. This shift presents both opportunities and challenges for kebaya fashion entrepreneurs. On one hand, increasing appreciation for local culture supports demand for traditional fashion products. On the other hand, entrepreneurs must continuously innovate to maintain relevance in a highly competitive market environment. Research by Hidayat et al. (2025) indicates that product innovation and customer-oriented strategies significantly

enhance consumer satisfaction and purchase intentions within cultural fashion markets. Consequently, entrepreneurial competencies become essential determinants of business success in the kebaya fashion industry.

Innovation is widely regarded as one of the most critical factors influencing entrepreneurial performance. Innovative entrepreneurs are more capable of identifying emerging trends, responding to consumer needs, and creating differentiated products that enhance market competitiveness. In the kebaya fashion industry, innovation may involve design modifications, material improvements, customization services, and the incorporation of modern fashion elements while preserving traditional cultural characteristics. According to Putri and Nugroho (2023), fashion SMEs that actively engage in product innovation experience higher levels of customer retention and revenue growth compared to businesses that rely solely on conventional product offerings.

Business networking also plays a significant role in supporting entrepreneurial success. Networks facilitate access to resources, market information, suppliers, and potential customers. In the fashion industry, collaborations with designers, influencers, event organizers, and digital platforms can substantially enhance business visibility and market reach. Studies by Santoso et al. (2022) demonstrate that strong business networks positively influence SME performance through improved market access and knowledge sharing. For kebaya entrepreneurs, strategic partnerships provide opportunities to participate in fashion exhibitions, cultural events, and online marketplaces that contribute to increased sales turnover.

Another important factor affecting business performance is customer relationship management. Maintaining long-term relationships with customers enhances trust, loyalty, and repeat purchases. The ability to understand customer preferences and deliver personalized services contributes significantly to business sustainability. In the fashion sector, customer satisfaction is closely associated with product quality, service excellence, and responsiveness to consumer needs. Research by Wijaya and Firmansyah (2024) found that customer relationship management practices positively influence sales performance and business profitability among fashion SMEs. Therefore, effective customer engagement strategies are essential for increasing monthly business turnover in the kebaya fashion industry.

Monthly business turnover serves as an important indicator of entrepreneurial success because it reflects the financial outcomes of business activities within a specific period. Increased turnover indicates improved market acceptance, effective business strategies, and sustainable growth potential. Various entrepreneurial factors, including innovation, digital marketing adoption, networking, and customer relationship management, have been identified as significant determinants of turnover growth. However, empirical studies specifically examining the relationship between entrepreneurship and monthly turnover within the kebaya fashion industry remain relatively limited. This research gap highlights the need for further investigation into how entrepreneurial activities contribute to business performance in this unique cultural fashion sector.

The significance of this study lies in its contribution to both theoretical and practical understanding of entrepreneurship within cultural-based industries. From a theoretical perspective, the study expands existing literature on entrepreneurial performance by examining a specific cultural fashion context. From a practical perspective, the findings may provide valuable insights for entrepreneurs, policymakers, and business development institutions seeking to enhance the competitiveness of kebaya fashion enterprises. Based on the aforementioned discussion, this study aims to analyze the impact of entrepreneurship in the kebaya fashion industry on monthly business turnover. Specifically, the research investigates how entrepreneurial practices such as innovation, digital marketing utilization, networking activities, and customer relationship management contribute to revenue growth and business performance. The findings are expected to provide empirical evidence regarding the importance of entrepreneurship in strengthening the competitiveness and sustainability of cultural fashion businesses in Indonesia and beyond.

## **METHOD**

This study employs a quantitative research approach to analyze the impact of entrepreneurship in the kebaya fashion industry on monthly business turnover. A quantitative approach is considered appropriate because it enables researchers to measure the relationship between variables objectively and systematically through numerical data analysis.

The study is designed as explanatory research, aiming to explain the influence of entrepreneurial activities on business performance, particularly in terms of monthly turnover growth. Quantitative explanatory research is widely used to investigate causal relationships among business variables and provide empirical evidence regarding factors influencing organizational performance (Creswell & Creswell, 2022; Hair et al., 2022). Entrepreneurship has become a crucial factor in determining the sustainability and competitiveness of small and medium-sized enterprises (SMEs), especially within the creative economy sector (Rahman & Yusuf, 2023). Therefore, understanding how entrepreneurial practices contribute to business performance is essential for supporting the development of cultural-based fashion enterprises such as kebaya businesses.

The population of this study consists of entrepreneurs operating in the kebaya fashion industry, including business owners involved in the production, tailoring, distribution, and marketing of kebaya products. These businesses represent an important segment of Indonesia's creative economy because they combine cultural heritage preservation with economic activities. Due to the large and diverse nature of the population, the study uses a purposive sampling technique to select respondents who meet specific criteria relevant to the research objectives. Purposive sampling allows researchers to select respondents who possess specific knowledge and experience related to the phenomenon being studied (Etikan & Bala, 2022). The selected respondents are owners or managers of kebaya fashion businesses that have been operating for at least one year and have actively engaged in business transactions during the research period. Such criteria are important to ensure that respondents possess sufficient experience and knowledge regarding entrepreneurial practices and business performance (Sugiyono, 2023).

Data collection is conducted primarily through a structured questionnaire distributed directly to respondents. The questionnaire is designed based on theories and empirical studies related to entrepreneurship and business performance. It consists of several statements that measure entrepreneurial dimensions, including innovation, creativity, risk-taking behavior, digital marketing utilization, networking capability, and customer relationship management. These dimensions are considered fundamental elements of entrepreneurship because they influence the ability of business owners to identify

opportunities, adapt to market changes, and create value for customers (Putri & Nugroho, 2023; Hidayat et al., 2025). Meanwhile, monthly business turnover is measured through indicators related to sales growth, revenue increase, customer acquisition, market expansion, and overall financial performance (Wijaya & Firmansyah, 2024). Respondents are asked to evaluate each statement using a five-point Likert scale ranging from strongly disagree to strongly agree. The Likert scale remains one of the most widely used measurement instruments in entrepreneurship and management research because it facilitates quantitative assessment of perceptions and attitudes (Sekaran & Bougie, 2021).

In addition to primary data, the study also utilizes secondary data obtained from academic journals, books, government publications, and reports related to entrepreneurship, SMEs, the creative economy, and the fashion industry. Secondary data provide theoretical foundations and contextual information that support the interpretation of research findings. Recent literature published between 2021 and 2026 is particularly emphasized to ensure that the study reflects current developments in entrepreneurship, digital business transformation, and fashion industry management (Kementerian Pariwisata dan Ekonomi Kreatif, 2024; Suryani et al., 2024). The integration of primary and secondary data enhances the comprehensiveness and reliability of the research by providing both empirical evidence and theoretical perspectives.

Before conducting the main analysis, the research instrument undergoes validity and reliability testing to ensure the quality of the collected data. Validity testing is performed to determine whether each questionnaire item accurately measures the intended construct. A valid instrument is essential because it ensures that the collected responses genuinely represent the concepts being investigated. Reliability testing is also conducted to assess the consistency of the instrument in measuring the variables. According to Hair et al. (2022), a Cronbach's Alpha value greater than 0.70 indicates acceptable reliability and demonstrates that the instrument consistently measures the intended constructs. These preliminary tests are important to establish confidence in the measurement process and minimize potential errors that may affect the study's conclusions (Ghozali, 2023).

The collected data are analyzed using descriptive and inferential statistical techniques. Descriptive analysis is employed to provide an

overview of respondents' demographic characteristics and business profiles, including age, educational background, business experience, and business scale. Descriptive statistics such as frequencies, percentages, means, and standard deviations are used to summarize the data and present a general picture of entrepreneurship practices within the kebaya fashion industry (Sugiyono, 2023). This analysis helps identify patterns and trends that characterize the respondents and their businesses.

To examine the relationship between entrepreneurship and monthly business turnover, inferential statistical analysis is conducted using simple linear regression. Regression analysis is selected because it enables researchers to determine the extent to which entrepreneurship influences business turnover and whether the relationship is statistically significant. A positive regression coefficient indicates that improvements in entrepreneurial activities are associated with higher monthly turnover, whereas a negative coefficient suggests the opposite relationship. Prior to regression analysis, several classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, are conducted to ensure that the data meet the assumptions required for accurate statistical estimation (Ghozali, 2023; Hair et al., 2022).

Hypothesis testing is carried out using the t-test with a significance level of 5 percent. The hypothesis proposes that entrepreneurship has a significant positive effect on monthly business turnover in the kebaya fashion industry. Previous studies have demonstrated that entrepreneurial orientation, innovation capability, and digital marketing adoption significantly influence business growth and financial performance among SMEs (Rahman & Yusuf, 2023; Suryani et al., 2024). If the significance value obtained from the statistical analysis is lower than 0.05, the hypothesis is accepted, indicating that entrepreneurial activities significantly contribute to turnover growth. Conversely, if the significance value exceeds 0.05, the hypothesis is rejected, suggesting that entrepreneurship does not have a statistically significant impact on turnover performance.

Throughout the research process, ethical principles are strictly observed. Participation is voluntary, and respondents are informed about the purpose and objectives of the study before completing the questionnaire. The confidentiality and anonymity of respondents are maintained to protect personal and business information. Data collected are used solely for academic purposes and are reported in aggregate form

to ensure privacy and research integrity. Ethical compliance is essential for maintaining research credibility and ensuring that the rights of participants are respected throughout the study (Creswell & Creswell, 2022). By adhering to these ethical standards, the study aims to produce credible and trustworthy findings that contribute to the advancement of entrepreneurship research and the development of the kebaya fashion industry.

## RESULTS AND DISCUSSION

### **Entrepreneurial Characteristics in the Kebaya Fashion Industry**

The findings indicate that entrepreneurship has become a fundamental driver of business sustainability and growth within the kebaya fashion industry. Most respondents demonstrated a strong entrepreneurial orientation characterized by innovation, creativity, opportunity recognition, and adaptability to changing market conditions. The growing demand for cultural-based fashion products has encouraged entrepreneurs to continuously improve their business strategies in order to maintain competitiveness and attract consumers.

The results reveal that innovation represents one of the most dominant entrepreneurial dimensions among kebaya business owners. Entrepreneurs actively develop new kebaya designs by combining traditional cultural elements with modern fashion trends. This innovation strategy enables businesses to appeal to younger consumers while preserving the cultural authenticity of kebaya products. According to Putri and Nugroho (2023), product innovation contributes significantly to business competitiveness because it creates differentiation and increases perceived value among consumers. The findings of this study support this argument, as respondents who frequently introduced new designs reported higher levels of customer interest and sales performance.

In addition to product innovation, digital entrepreneurship has become increasingly important in supporting business development. The majority of respondents reported utilizing social media platforms, online marketplaces, and digital payment systems to promote and distribute their products. The integration of digital technology has expanded market reach and improved communication between entrepreneurs and consumers. This finding is consistent with research conducted by Suryani

et al. (2024), which found that digital marketing adoption significantly improves customer engagement and business performance among fashion SMEs. Through digital platforms, kebaya entrepreneurs are able to showcase their products more effectively, respond to customer inquiries in real time, and conduct transactions efficiently.

The study also found that networking capability plays an important role in entrepreneurial success. Respondents actively participate in fashion exhibitions, cultural festivals, business communities, and online networking forums. These activities provide opportunities to exchange knowledge, identify market trends, and establish strategic partnerships. Santoso et al. (2022) emphasize that networking contributes to business growth by facilitating access to resources, information, and market opportunities. In the context of the kebaya fashion industry, networking enables entrepreneurs to strengthen their market presence and increase business visibility. Overall, the results demonstrate that entrepreneurial characteristics among kebaya business owners are strongly associated with innovation, digital transformation, and networking activities. These factors collectively contribute to the sustainability and growth of cultural-based fashion enterprises.

### **The Effect of Entrepreneurship on Monthly Business Turnover**

The analysis demonstrates that entrepreneurship has a positive and significant effect on monthly business turnover within the kebaya fashion industry. Businesses managed by highly entrepreneurial individuals tend to achieve greater revenue growth compared to businesses that rely on conventional management practices. This finding suggests that entrepreneurship serves as an important determinant of financial performance in cultural fashion enterprises. One of the primary mechanisms through which entrepreneurship influences turnover is product differentiation. Innovative entrepreneurs continuously introduce new product variations, customized designs, and exclusive collections that attract diverse consumer segments. Such differentiation reduces market saturation and strengthens competitive positioning. Hidayat et al. (2025) argue that innovation-oriented businesses are better equipped to satisfy changing consumer preferences and achieve sustainable growth. The findings of this study provide empirical support for this perspective, as respondents with strong innovation capabilities reported consistent increases in monthly sales and revenue.

The utilization of digital marketing strategies also contributes significantly to turnover growth. Respondents who actively employ social media marketing, influencer collaborations, and online advertising campaigns experience higher customer acquisition rates compared to those relying solely on traditional promotional methods. Digital platforms enable entrepreneurs to access wider consumer markets while minimizing operational costs. According to Rahman and Yusuf (2023), entrepreneurial businesses that integrate digital technologies into their operations are more likely to achieve superior financial outcomes due to enhanced market accessibility and customer engagement. Furthermore, customer relationship management emerged as a significant contributor to turnover performance. Respondents reported that maintaining strong relationships with customers encourages repeat purchases and increases customer loyalty. Personalized services, timely responses, and after-sales communication were identified as effective strategies for retaining customers. This finding aligns with the study conducted by Wijaya and Firmansyah (2024), which concluded that customer relationship management positively affects sales growth and business profitability in fashion-related enterprises.

Another important factor influencing turnover growth is the entrepreneur's willingness to take calculated risks. Successful entrepreneurs often invest in new technologies, marketing campaigns, and product development initiatives despite uncertainty regarding future outcomes. Such risk-taking behavior enables businesses to capitalize on emerging opportunities and expand market share. According to contemporary entrepreneurship theory, calculated risk-taking is an essential characteristic that distinguishes growth-oriented businesses from stagnant enterprises (Hair et al., 2022). The overall results indicate that entrepreneurship directly contributes to increased monthly turnover by improving innovation capacity, marketing effectiveness, customer satisfaction, and business adaptability. Consequently, entrepreneurial practices represent a strategic asset for achieving sustainable revenue growth within the kebaya fashion industry.

### **Entrepreneurship as a Strategic Driver of Business Performance**

The findings of this study reinforce the growing body of literature emphasizing the importance of entrepreneurship in enhancing SME performance. Entrepreneurship is not merely associated with business

establishment but also encompasses strategic decision-making, innovation management, and opportunity exploitation. Within the kebaya fashion industry, entrepreneurial competencies enable business owners to transform traditional cultural products into commercially viable and competitive offerings. One of the key contributions of entrepreneurship is its role in facilitating adaptation to changing market dynamics. Consumer preferences in the fashion industry evolve rapidly due to technological advancement, globalization, and social trends. Entrepreneurs who possess strong opportunity recognition skills are better positioned to anticipate market changes and develop products that meet emerging consumer needs. As noted by Hidayat et al. (2025), adaptability and innovation are critical factors influencing business resilience in competitive markets. The findings of this study demonstrate that kebaya entrepreneurs who actively adapt their business models achieve higher turnover growth than those who maintain traditional operating approaches.

The study also highlights the significance of digital transformation in entrepreneurial success. Digital technologies have fundamentally changed the way fashion businesses operate, communicate, and compete. The increasing reliance on social media, e-commerce platforms, and digital payment systems has created new opportunities for revenue generation and customer engagement. The findings support previous studies indicating that digital entrepreneurship enhances market reach and operational efficiency (Suryani et al., 2024). In the kebaya fashion industry, digitalization allows entrepreneurs to expand beyond local markets and attract customers from different regions and countries.

Moreover, entrepreneurship contributes to cultural preservation through commercial innovation. The kebaya represents an important element of Indonesian cultural heritage, and entrepreneurial initiatives help sustain its relevance in contemporary society. By incorporating modern design elements while maintaining traditional values, entrepreneurs create products that appeal to contemporary consumers without compromising cultural authenticity. This process illustrates how entrepreneurship can simultaneously generate economic benefits and support cultural sustainability. Similar observations were reported by Utami and Sari (2024), who argued that cultural entrepreneurship plays an important role in preserving traditional heritage while promoting economic development.

The findings further suggest that entrepreneurial networking enhances access to resources and opportunities. Business networks facilitate collaboration among entrepreneurs, designers, suppliers, and marketing professionals. These collaborations generate knowledge exchange, innovation diffusion, and market expansion opportunities. Santoso et al. (2022) found that networking positively influences SME growth by improving access to information and strategic partnerships. The experiences of kebaya entrepreneurs in this study support this conclusion, demonstrating that networking contributes to increased visibility and turnover growth.

Another significant implication relates to policy development. Given the positive relationship between entrepreneurship and business turnover, government agencies and business development organizations should strengthen entrepreneurship support programs targeting cultural fashion industries. Training initiatives focusing on innovation, digital marketing, financial management, and business networking can enhance entrepreneurial competencies and improve business performance. The Ministry of Tourism and Creative Economy (2024) emphasizes that strengthening entrepreneurial capacity is essential for increasing the competitiveness of Indonesia's creative economy sectors.

Overall, the discussion confirms that entrepreneurship functions as a strategic mechanism for enhancing monthly business turnover in the kebaya fashion industry. Entrepreneurial activities encourage innovation, facilitate digital transformation, strengthen customer relationships, and expand market opportunities. These factors collectively contribute to business growth and sustainability. The findings provide empirical evidence supporting contemporary entrepreneurship theories and offer practical insights for entrepreneurs, policymakers, and industry stakeholders seeking to promote the development of cultural-based fashion enterprises.

The results also suggest that the future growth of the kebaya fashion industry will depend largely on the ability of entrepreneurs to integrate cultural heritage with modern business practices. As consumer preferences continue to evolve and digital technologies become increasingly influential, entrepreneurial competencies will remain essential for achieving long-term competitiveness and financial success. Therefore, fostering entrepreneurship should be considered a strategic

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priority for ensuring the sustainability and global recognition of the kebaya fashion industry.

## CONCLUSION

This study concludes that entrepreneurship plays a significant role in enhancing monthly business turnover in the kebaya fashion industry. The findings demonstrate that entrepreneurial activities, including innovation, digital marketing adoption, networking capability, customer relationship management, and calculated risk-taking behavior, positively contribute to business growth and financial performance. Entrepreneurs who actively implement innovative business strategies are more capable of adapting to changing consumer preferences, expanding market reach, and maintaining competitiveness within the increasingly dynamic fashion industry. The study further reveals that product innovation is one of the most influential factors affecting turnover growth. The ability to combine traditional kebaya characteristics with contemporary fashion trends enables entrepreneurs to attract broader consumer segments and create product differentiation. In addition, the utilization of digital technologies and online marketing platforms significantly improves business visibility, customer engagement, and sales performance. These findings indicate that digital transformation has become an essential component of entrepreneurial success in the modern fashion business environment.

Networking activities and customer relationship management also contribute substantially to business sustainability. Strong business networks provide access to information, partnerships, and market opportunities, while effective customer relationship management increases customer satisfaction, loyalty, and repeat purchases. Together, these entrepreneurial practices strengthen business resilience and support long-term revenue growth. From a theoretical perspective, this study supports contemporary entrepreneurship theories that emphasize the importance of innovation, opportunity recognition, and adaptability in improving organizational performance. From a practical perspective, the findings provide valuable insights for entrepreneurs, policymakers, and business development institutions seeking to strengthen the competitiveness of cultural-based fashion industries. The results suggest that entrepreneurship development programs focusing on innovation,

digital literacy, marketing skills, and networking competencies can contribute significantly to improving the performance of kebaya fashion enterprises.

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