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An Examination of Business Performance: The Relationship and Its Relevance Factors

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Abstract

Within the purview of influencing factors, due consideration is given to the adoption of technology and the role played by external assistance. Moreover, this study underscores the crucial function of business continuity as a mediating factor in this intricate equation and the moderating influence of employee creativity. The primary objective of this research is to delve into the multifaceted elements that exert influence on the overall success of small and medium businesses (SMEs). Employing a rigorous quantitative research approach, a carefully selected cohort of 109 respondents was drawn from the SME community. These respondents were sourced from the membership pool of a financial counseling group affiliated with PT. TASPEN (PERSERO), providing a comprehensive cross-section of perspectives and experiences. The insightful findings derived from this study corroborate the hypothesis that external assistance can indeed have a constructive impact on company performance. However, this influence is found to be channeled through the mediating role of SME business continuity, thus underscoring the importance of maintaining operational resilience and consistency. The research did not find conclusive evidence supporting a direct link between technological adoption and business success within the SME context, indicating that further investigation might be warranted to elucidate this relationship. Nonetheless, these findings provide valuable insights into the intricate web of factors influencing SME success and offer pertinent guidance for businesses aiming to thrive in an ever-evolving landscape.

Keywords: *Business, Performance, Small Medium Enterprises*

INTRODUCTION

The Covid-19 epidemic has dramatically transformed the corporate landscape and made sustainability a commercial priority. Commercial operations that threaten the stability of the environment and necessitate any form of physical presence begin to face increased hazards. As a result, corporations have embraced an ecologically friendly and technologically sophisticated strategy that results in long-term performance as part of their social obligation. (Windolph et al., 2014; Zhu et al., 2019).

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This study seeks to determine what factors impact the adoption of technology advancements, employee creativity in businesses, and the environment in aiding in the fight against the Covid - 19 pandemic (Eveland & Tornatzky, 1990). Past research on SMEs has found a direct link between innovation and business success and growth (Baldwin et al., 2003; Baregheh et al., 2009; Taques et al., 2021). This finding takes a managerial approach to the practice of SMEs to respond to crises. Numerous writers have claimed that good human resource management boosts innovation outcomes (Raisch & Birkinshaw, 2008). Yet, some writers have examined and researched this issue in the HR dimensions (intellectual, emotional, and social), specifically the precise composition or postulated contingent linkages, including HR creativity (Lo, 2016). This study investigates the impact of creative strategies in SME technology adoption in responding to COVID-19 and future crises. SME are highly significant sectors where MSMEs' growth is expanding every year so that they can become a strategic force to accelerate national development (Aulia et al., 2021). This study focuses primarily on the influence of creative approaches in technology adoption on business continuity and performance in SMEs. Via the mediation of SME Sustainability, the current study additionally investigates the moderating influence of Employee Creativity in the link between technology adoption and company success.

Numerous earlier research have not addressed the link between technology adoption, Innovation Practices, External Support, and Employee Creativity and SME Business Performance as evaluated by the TOE factor. The TOE factor, as in earlier research, can be an essential input to Green Practice efforts and contribute to sustainable performance; nevertheless, the findings of the literature have not incorporated external implications on SME sustainability (Alraja et al., 2022). During the Coronavirus, do research on innovation practices to improve the performance and sustainability of small and medium-sized enterprises (SMEs) (COVID-19) The Epidemic: The Moderating Role of Externals recommends that SMEs create novel procedures and concepts to obtain knowledge and information from outside sources in order to guarantee good business performance and safeguard firm existence, establish an effective structure for production and expenditure, adhere to motivating leadership, and implement effective employee activities (Adam & Alarifi, 2021). Then, No knowledge, incentive, or relationship has been identified as having a stronger impact on HR creativity than any other in the study Contributing to Sustainability in SMEs: Human Resources, Performance of Sustainable Product Innovation, and the Mediating Role of Employee Creativity (Eveland & Tornatzky, 1990; Muñoz-Pascual et al., 2021). What is the impact and influence of creative technology adoption techniques, external assistance, and employee innovation on SME sustainability during the Covid-19 pandemic crisis and future crises? In addition to the links and connections to the TOE factor?.

THEORETICAL FRAMEWORK

The Technological Organization Environment (TOE) paradigm presents three major components for investigating the variables influencing organizational adoption of technological breakthroughs (Eveland & Tornatzky, 1990).

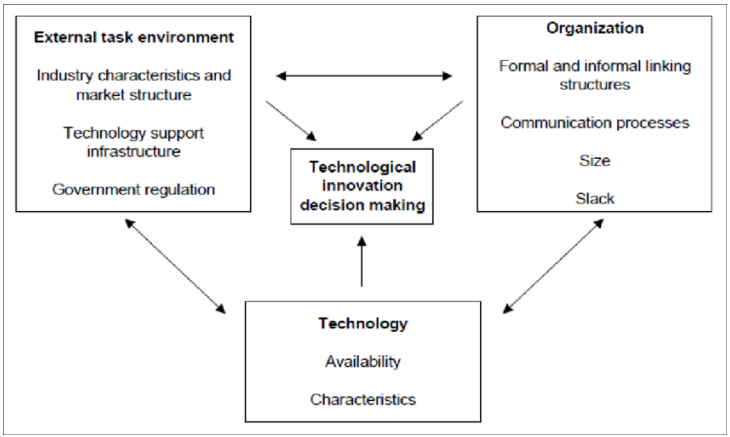

Figure 1. TOE framework (Tornatzky and Fleischer 1990)

The technological context covers the features and applications of new technologies; the organizational context includes internal corporate concerns such as management, personnel, goods and services; and the environmental context includes rivals and business partners (Piaralal et al., 2015). Several investigations on novel technology have been carried out by adopting the TOE model, including: information systems, e-commerce, online services, e CRM, and cloud computing. The TOE framework is extensively employed in the implementation of many innovative and proved viable technologies (Chiu et al., 2017). Top management support is an important factor that influences the adoption and implementation of new internet technology in SMEs. The organizational context includes company resources, linking structures between employees, intra-company communication processes, company size, and number of slack resources. Using the TOE paradigm, researchers attempted to investigate the moderating role of Employee Creativity on the link between innovative practices, external support, company success, and SME sustainability (Afolabi, 2012; Effendi et al., 2020).

Technology Adoption

Use of technology has become a need for all modern businesses wanting to thrive in a world marked by constant rivalry and crises. The existence of the company in the contemporary information technology era is not guaranteed by its age (Muna Almaududi Ausat, .) According to the thesis, the institutional environment, such as business partners or rivals, shapes organizational structure and behaviors, resulting in an inter-organizational model based on perceived advantages and organizational preparedness (Prause, 2019), and external pressures, underpins this approach and proposes that the TOE framework be expanded when innovation is associated with sophisticated technologies with an inter-organizational effect locus, which is tied to adoption choices (Chau & Tam, 1997).

External Support

External help is assistance offered to the firm by outside parties. The government, SMEs receive external assistance from advocates, organizations, and agencies in order to save them, promote their expansion, increase their managerial and marketing capacities, which will increase their capacity for innovation and ensure that businesses can contribute more to the economy of the nation (Chrisman & Mcmullan, 2004; Mason & Brown, 2013). The government, on the other hand, encourages SMEs to look for outside help in order to more effectively employ their company's resources, enhance performance, increase competitiveness, and support the expansion and growth of their businesses (Cliff, 1996; Gimeno et al., 1997; Storey et al., 2010).

Business Continuity

In this study, company survival refers to the period of time it takes a firm to complete its operations from inception to closure (de Brito & Brito, 2014). According to researchers, An indicator of a company's performance is whether it will survive (Danes et al., 2008; Kalleberg & Leicht, 1986) As a result, further research on external support for SMEs is required. Considering the complexities of corporate sustainability, it is essential for firms to recognize stakeholders' needs and expectations (Rocha et al., 2007). This study adds to the body of knowledge by investigating the moderating influence of employee creativity on the link between technology adoption and SME business success via SME sustainability. as well as external help for SME company performance via SME sustainability mediation.

Business Performance

Management's primary interest is the performance of the company. According to the literature, meeting institutional sales, profitability, competition, market share, and other strategic goals is characterized in this study as success (Hult et al., 2004). Scholars describe performance as attaining a set of desirable outcomes as a result of achieving marketing objectives (Chittithaworn et al., 2011). The efficacy with which the company's tasks are carried out results in the attainment of the goals specified (Yıldız et al., 2014). Reaching a high level of performance implicitly demonstrates the company's success, and assessing a company's performance helps strengthen the good parts of its operations while also providing a chance to take corrective steps to solve flaws (Mahmudova & Kovács, 2018).

Employee Creativity

Employee creativity may be viewed as critical to an organization's long-term survival since employees can produce fresh and possibly helpful ideas for developing new, or enhancing current, goods, services, processes, and routines (Zhou & Shalley, 2003). Few internal drivers have been identified, particularly during the COVID-19 pandemic, making the external driver the primary catalyst for SMEs (Arianto & Indra, 2020). While development is

influenced by the successive adoption of new ideas, creativity is the future (Sternberg, 2006). Creativity is becoming more valuable in businesses and is a driving force in technical, financial, intellectual, and human growth. According to studies, the future of individuals and organizations is intrinsically tied to creativity (Csikszentmihalyi, 1988). Creativity is described as the generation of novel ideas concerning techniques, products, or processes that will benefit companies in the creation of new goods or processes (Zhou & Shalley, 2003). As a result, creativity is founded on the knowledge required to make sound judgments and generate stimulus (information, relationships, motivation, et cetera).

Hypothesis Development

Some researchers in the field of small company management and technology adoption have examined the concept that technology adoption has a favorable influence on business performance through the mediation of SME business continuity. Technology adoption has a beneficial impact on SME company performance through the mediation of business continuity, since technology adoption may increase a firm's ability to deal with business interruptions and keep operations running in the face of unforeseen occurrences (Shanmugam & Kumar Shanmugam, 2021). Use of information and communication technologies (ICT) can improve the performance of SMEs in terms of sales growth, profitability, and market share. The survey also discovered that SMEs may enhance their business continuity by decreasing business interruptions and enhancing their ability to adapt to changes in the business environment by implementing ICT (Faisol et al., 2022)

Therefore, we may propose hypothesis is as follow

Hypothesis 1 Technology adoption has a positive effect on business performance through the mediation of SME’s business continuity

Some researchers in the field of small company management have examined the concept that external assistance has a good influence on business performance via the mediation of SME's (Indonesian for Small and Medium Business) business continuity. External aid, such as financial assistance, training, and consulting services, improves the ability of SMEs to manage with business interruptions and sustain operations in the face of unforeseen occurrences (Hidayati & Rachman, 2021; Razak et al., 2018). External assistance, such as government assistance and business network assistance, can increase SMEs' company performance, including sales growth and profitability. The survey also discovered that external assistance can help SMEs enhance their business continuity by offering access to resources and experience that can assist them in navigating issues and interruptions (Adam & Alarifi, 2021b). External assistance, such as financial assistance and mentorship, can help SMEs enhance their company performance, including competitiveness and innovation. The study also discovered that external support can help SMEs enhance their business continuity by giving access to

networks and knowledge that can assist them in adapting to changes in the business environment (Tien, 2022).

Therefore, we may propose hypothesis is as follow

Hypothesis 2 External support has a positive effect on business performance through the mediation of SME's business continuity

Several experts in the field of small business management and innovation have examined how employee creativity moderates SME business continuity as it is influenced by technology adoption. Employee creativity has the potential to mediate the link between technology adoption, SME business continuity, and performance, as more creative employees may be better able to adapt to new technologies and utilize them to sustain business continuity in the event of disruptions (Jalil et al., 2022). Employee creativity is important in terms of technology adoption and SME performance (Diansari et al., 2021)

In other words, the study implies that SMEs that use technology to improve business continuity might achieve greater outcomes if they have a creative staff that can adapt to new technologies. This emphasizes the significance of cultivating a culture of creativity and innovation in SMEs in order for them to remain competitive in a continuously changing business environment.

Therefore, we may propose hypothesis as follow

Hypothesis 3a Employee creativity moderates the SME's business continuity as it is affected by technology adoption

The notion that employee creativity moderates SME company continuity as it is impacted by external assistance has received little attention in the literature on small business management and innovation. Other researchers, however, have investigated the significance of employee creativity in the context of external assistance and SME performance. According to one article, employee creativity, in conjunction with entrepreneurial orientation, can moderate the relationship between external support and SME performance, implying that more creative employees may be better able to leverage external support to improve business continuity and overall performance (Rauch et al., 2009). Further study is needed, however, to investigate the unique link between employee creativity, external assistance, and the commercial continuation of SMEs.

One research paper studies the link between employee creativity, external assistance, and company longevity in SMEs (Ali et al., 2020). Employee creativity and external assistance both have considerable beneficial benefits on company continuity, and they significantly mitigate the link between technical capacity and business continuity.

In other words, according to the report, Companies with excellent technology skills may achieve superior business continuity outcomes if they also have a creative team and get external help. This emphasizes the need of not just having technology skills but also cultivating a supportive and inventive company culture and accessing external resources to improve business continuity.

Therefore, we may propose hypothesis is as follow

Hypothesis 3b : Employee creativity moderates the SME'S's business continuity as it is affected by external support

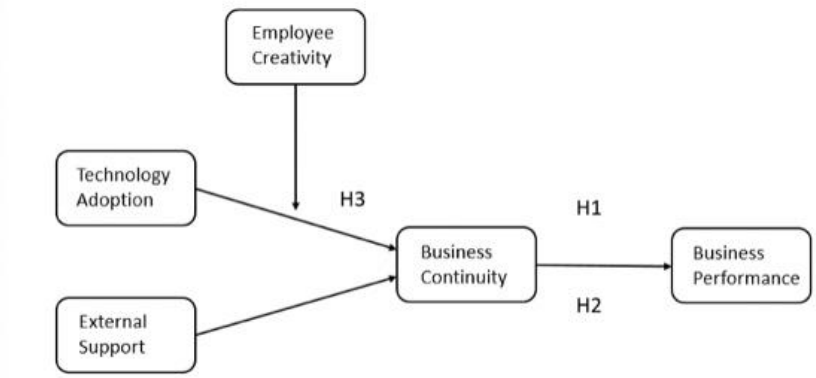

Figure 2. Modelling

RESEARCH METHODS

Explanatory research, which aims to draw conclusions on the phenomenon under study by testing and proving the correlation between the independent variables and the dependent variable, is used in this study, and to answer research problems, researchers use a quantitative approach and a deductive approach by determining the appropriate theory, namely TOE (Eveland & Tornatzky, 1990). To obtain a description of the variables studied, the research strategy chosen was survey research. This research was conducted by collecting data from a number of respondents whose numbers were able to represent the SME population, then the data was collected using a questionnaire distributed to the respondents. The research environment in this study is in SMEs, namely through doing field studies/non-contrived settings with a low degree of intervention. Because the data is only required once, the time required to gather it is one (one) month.

The researchers determined the minimum sample size to represent the entire micro business population. The population in this study was all micro businesses based on Government Regulation Number 7 of 2021, namely those with business capital of up to a maximum of 1 billion excluding land and buildings for businesses that receive business capital

assistance program at PT TASPEN (PERSERO). Researchers adopted a non-probability sampling approach, called purposive sampling, to solve the questions in this study due to the vast population of micro-enterprises and time restrictions. Due of the approach utilized by researchers, the minimal sample size for PLS-SEM is 30-100 sample samples (Chin, 2000; Zuhdi et al., 2016). PLS requires at least 10 times the number of routes discovered in the study model (Jogiyanto, 2011). Because there are three pathways in this study, the minimum data necessary is 30 samples, thus a total of 50 respondents responded to the questionnaire is deemed sufficient for analysis.

Data was collected by a survey approach utilizing a questionnaire instrument sent to micro companies; the questions asked were closed questions. Respondents are SME owners who partner with PT TASPEN (PERSERO). They are given a questionnaire with questions related to the variables and phenomena being examined. The survey was carried out in the form of an online survey, and the survey implementation technique was carried out by distributing each respondent directly and online.

Measurement that is variable Use a Likert scale with a range of 1 to 6 for Innovative technology adoption, company performance, and external support. 1 for strongly disagree and 6 for strongly agree. The data gathered via the survey approach was then analyzed using the PLS (Partial Least Squares) method. PLS, as one of the SEM approaches, can model latent constructs in non-normality circumstances and with small to medium sample sizes. This enables researchers to establish a link between the conceptual aspects of interest and the measurements underlying each construct. Smart PLS was used for the logical analysis, which used the Structural Equation Model (SEM) approach (Byrne, 2001).

The PLS approach may be quite useful for determining the internal reliability and validity of research models. The reliability test was performed using Composite Reliability and Cronbach Alpha, where a model is said to be reliable if the Composite Reliability and Cronbach Alpha are greater than 0.7, for the AVE test, which ranges from 0 to 1, and represents the ratio of variance total caused by latent variables (Jogiyanto, 2011). A retrieved variable larger than 0.50 suggests that both constructs and individual variables are highly valid (Gefen & Straub, 2005; Ifinedo, 2011). The structural model is evaluated using R2 for the dependent variable and the t-values of each path for the significance test between constructs in the structural model, the T-Statistic value must be 1.96 with a 95% confidence level, which states a significant measure of support for the relationship between one construction with other constructions, the R Square value or the variant described in the dependent variable should be 0.10, and the R Square value or the variant described in the dependent variable should be 0.10 (Jogiyanto, 2011). While assessing measurement models, keep in mind that the choice chosen during data analysis is one-tailed since all hypotheses have a direction. The outcomes of the study will be presented in the form of descriptive statistics that offer data on the variables and phenomena researched, but indicators will be provided in an appendix.

RESULTS AND DISCUSSION

The data gathered from the survey dissemination reached 109 respondents. According to the entire respondent profile, the majority of respondents are male and work in the consumer goods industry. The data input from the survey results is then processed using the SmartPLS software, and the findings produced can be given below in two sections of the discussion, namely the Assessment Model Measurement and the Structural Model Assessment.

Measurement Model Assesment

From the results obtained, researchers found that construct reliability and validity of testing meet the criteria (Table 2a), which according to expert emphasize the importance of assessing both construct reliability and validity in order to ensure that the measures used in a study accurately represent the constructs of interest and produced reliable and valid results, where Cronbach's Alpha Is> 0.7 and Value 0.6 is still acceptable (Hair et al., 2021).

Table 2a. Construct Reliability and Validity (Phase 1)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Business Continuity	0,847	0,849	0,887	0,568
Business Performance	0,896	0,897	0,920	0,658
Employee Creativity	0,905	0,906	0,925	0,637
External Support	0,885	0,885	0,912	0,635
Technology Adoption_	0,882	0,882	0,908	0,585

However, when the researcher checks on discriminant validity, it was found that the indicators and latent variables did not meet the criteria (Table 2b). Discriminant validity is one of the three types of construct validity and refers to which is not correlated with measures that are intended to measure different constructs (Hair et al., 2021). In other words, it is the degree to which a measure can distinguish between the construct of interest and other constructs that are conceptual different. To assess discriminant validity, research typically compare the correlation between the measure of interest and measures that are expected to be unrelated to the constructs, such as measures of different construction or constructs that if the measure of interest is not significantly correlated with these other measures, it is said to have good discriminant validity.

Table 2b. Discriminant Validity (Fornell-Larcker) (Phase 1)

	Business Continuity	**Business Performance**	**Employee Creativity**	**External Support**	**Technology Adoption_**
Business Continuity	0,754				

	Business Continuity	**Business Performance**	**Employee Creativity**	**External Support**	**Technology Adoption_**
Business Performance	0,899	0,811			
Employee Creativity	0,889	0,920	0,798		
External Support	0,897	0,883	0,881	0,797	
Technology Adoption_	0,900	0,878	0,861	0,911	0,765

The next step taken by the researcher is to re-test by issuing a number of outer loading with one by one until the results of the Fornell-Larcker on Discriminant Validity are met.

Table 3a. Construct Reliabilty and Validity (Phase 2)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Business Continuity	0,821	0,824	0,882	0,652
Business Performance	0,853	0,853	0,911	0,773
Employee Creativity	0,873	0,874	0,913	0,725
External Support	0,812	0,811	0,888	0,726
Technology Adoption_	0,812	0,812	0,888	0,726

Interestingly, in this second stage of effort, all values of Cronbach Alpha and Ave still meet the criteria (Table 3a).

Table 3b. Discriminant Validity (Phase 2)

	Business Continuity	Business Performance	Employee Creativity	External Support	Technology Adoption_
Business Continuity	0,808				
Business Performance	0,801	0,879			
Employee Creativity	0,826	0,837	0,851		
External Support	0,817	0,800	0,813	0,852	
Technology Adoption_	0,747	0,732	0,791	0,809	0,852

Based on table 3b., it is known that the square root of the AVE value in Discriminant Validity has been fulfilled, by issuing a number of outer loadings in the form of items.

Table 4. R-Square

	R Square	**R Square Adjusted**
Business Performance	0,641	0,637

Based on Table 4., above it can be seen that this research model can explain the factors that influence business performance of 0.641. In other words, this research model can be considered strong for describing phenomena related to business performance, as long as the factors considered to influence are business continuity, technology adoption, external support and employee creativity.

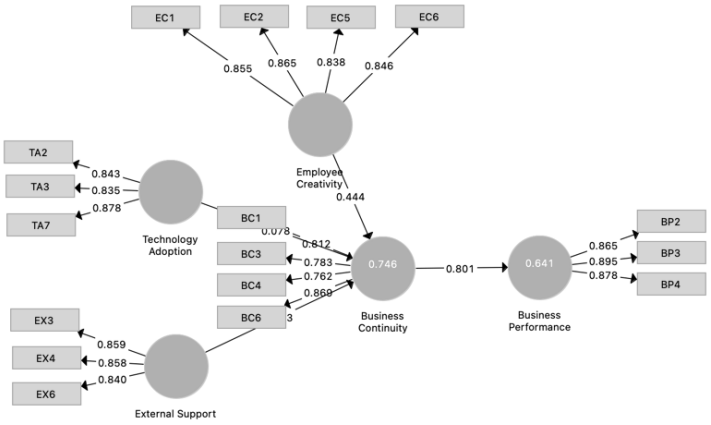

Figure 3. Measurement Model Assessment

Figure 3 above illustrates the results of the measurement model assessment. After going through the Measurement Model Assessment process, the next step that needs to be taken is the structural testing model assessment, as shown in Table 4., below.

Structural Model Assessment

Table 5. Bootstrapping

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Technology Adoption_ -> Business Continuity -> Business Performance	0,065	0,073	0,082	0,785	0,216
External Support -> Business Continuity -> Business Performance	0,320	0,323	0,109	2,947	0,002
Moderating Effect 1 ->	0,024	0,038	0,133	0,180	0,429

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Business Continuity					
Moderating Effect 2 -> Business Continuity	-0,023	-0,043	0,136	0,169	0,433

Based on Table 4., it is known that only one hypothesis is supported, external support will affect business performance through business continuity mediation (P-value: 0.002). The influence produced by external support to business continuity mediated with business performance is significant (T-Value: 2,947). Structural Illustration Model Assessment is given in Figure 4 below.

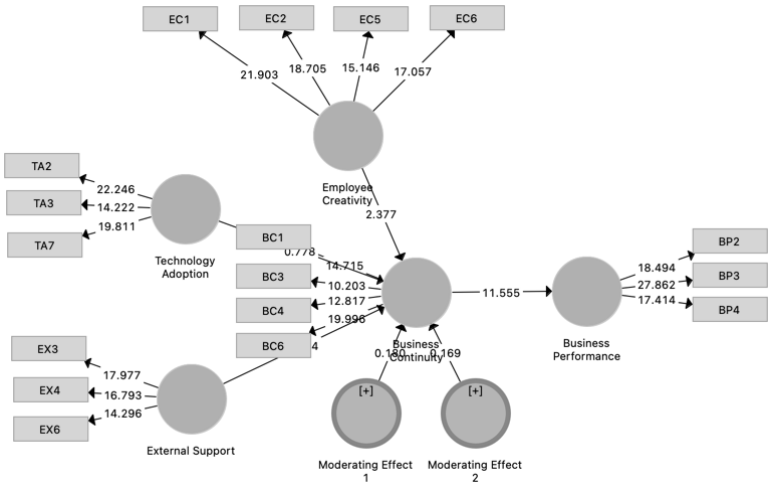

Figure 4. Structural Model Assessment

Findings revealed that external support for SMEs plays an important role in moderating the relationship between innovation practices and enterprise survival (Adam & Alarifi, 2021a). In this study, lifting external support is no longer as moderation, but affecting SME's mainly is Business Performance. Some researchers in the field of small business management have examined the idea that external support has a good effect on business performance through the mediation of SME's (Usaha Kecil dan Menengah, Indonesian for Small and Medium Business) business continuity. External aid, such as financial assistance, training, and consulting services, improves the ability of SMEs to manage with business disruptions and maintain operations in the face of unforeseen events (Hidayati & Rachman, 2021; Razak et al., 2018).

External support is considered to have a good influence on business performance. Furthermore, there is an involvement of business continuity between external support and

business performance. This condition can be discussed. First, as an organization, small and medium businesses can experience a phase of lack of resources and an inability to adapt to conditions outside the business, including unexpected changes. However, small and medium businesses actually still need external support, which comes from various parties outside them, and if illustrated, this is like financial assistance, which in nature can be used directly by small and medium businesses. Then there can be business consultation and assistance, as well as opportunities to expand business networks. With these various efforts, it is hoped that small and medium businesses can be helped and, at least, can try to defend themselves from all the changes that occur around them.

For the second, small and medium enterprises expect external support because it is considered to provide opportunities to small and medium enterprises in terms of access to markets, new technology, and new skills that may not be easy for them to have. This condition, of course, can influence many things for small and medium businesses, including the hope of increasing the ability of small and medium businesses to innovate and, of course, have competitiveness. If small and medium enterprises have competitiveness, ultimately the business performance of small and medium enterprises will increase.

Lastly, small and medium businesses can use external support as part of their' efforts to build relationships and partnership ties with other businesses. With these relationships and attachments, small and medium businesses can encourage themselves to have collaboration skills and gain valuable knowledge from other businesses that may have entered the business world first. Then, in this way, it is assumed that more efficient business processes will occur and, of course, better decision-making will occur. If decision-making in the small and medium business environment becomes better, the performance of small and medium businesses will also be better.

Overall, the hypothesis in this research shows that external support has a positive effect on business performance, and not only that, but through the mediation of SME business continuity, which is supported by factors as explained above. However, the effectiveness of external support must also be measured, because it may depend on the type and quality of the support provided to small and medium enterprises, and the unique characteristics and conditions of small and medium enterprises also play a role.

Of all the existing hypotheses, this research shows that there are three that are not supported. The first hypothesis that is not supported is about how the alleged adoption of technology is considered to have a positive effect on business performance through mediating business continuity in small and medium enterprises. Based on this research, several reasons were found behind why technology adoption can have a negative influence on business performance through the mediation of SME business continuity. To explain this, one possibility is that technology adoption often involves significant changes to an organization's systems, processes, and culture. However, these adjustments may interfere with how the company normally operates, which may lead to short-term inefficiencies and a decline in productivity within the organization. Then, integrating new technology is not always simple because it may

call for significant investments, particularly in terms of infrastructure, equipment, and training, which ultimately may strain the financial resources of SMEs. The problem is that if the investment is not managed effectively or does not produce real benefits, the results could have a negative impact on business performance.

In addition to the discussion above, the results of this study show that technology adoption can create new risks and problems that small and medium businesses may not necessarily be able to overcome. For example, if a small or medium-sized business decides to implement a cloud-based system, it could result in the SME facing risks such as data security and privacy issues. Meanwhile, on the other hand, the application of automation technology can lead to a shift in work from manual to automation, and although this does not have a negative impact on small and medium businesses, it is more about employment demands. Thus, SME business continuity is an important factor in mitigating the negative impacts that can arise from technology adoption efforts that are related to business performance.

Broadly speaking, business continuity will refer to an organization's ability to continue operations as long as possible and recover after things or events disrupt the course of business, such as cyber-attacks when using cloud-based applications, natural disasters, and so on. In other words, if small and medium businesses do not have a series of plans and blueprints regarding effective business continuity processes, then any initiation of technology adoption can magnify the negative impact of all the events described previously, thereby causing further disruption and losses that can be experienced by the business. categorized as a small and medium enterprise.

The second is hypothesis 3a, which was not supported, where the statement is that employee creativity moderates the SME's business continuity as it is affected by technology adoption. While there is evidence to suggest that employee creativity can help SMEs maintain business continuity in the face of technological challenges, there may be situations where creativity alone may not be enough to overcome the disruptive effects of technology adoption, and this also applied to hypothesis 3b, which was not supported.

CONCLUSION

The results of this study indicate that SMEs need external support in order to maintain business continuity; however, this must be accompanied by business performance. Therefore, an SME that can ensure the sustainability of its business is an SME that pays attention to its business performance. The results of this study also dispel the notion that technology adoption has a role in maintaining SME business continuity, and that the initial belief in this study that employee creativity strengthens the role of technology adoption and external support for business sustainability is not supported. Some of the weaknesses of this study are that the respondents involved in it are business owners who receive financial assistance programs from PT. TASPEN (PERSERO), so this could play an important role in proving the hypothesis. Future research is possible to explore the perspectives of respondents outside of

the respondents involved in this study and try to compare them with regard to technology adoption and forms of external support that have not been explored in this study.

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Appendix 1. Indicators

Variables	Indicators
Technology Adoption	Values and enterprise purposes
	Resources availability
	Managerial Structure
	Administrative support
	Technology
	Knowledge
Adapted from Nugroho et al (2017)	Usage
External Support	Government's infrastructure
	Government's financial assistance
	Government's tax incentives
	ICT diffusion
	Government's promotion assistance
	Collaboration among SME's
	Low bank account and credit card penetration
Adapted from Mahesha et al (2008)	Enforce suitable software standards
Business Continuity	Respond to existing stakeholder issues in a regular/systematic way
	constantly evaluates its external environment to uncover issues of importance to key stakeholders (customers, suppliers, local communities)
	Willingness to respond on existing issue
	Flexibility of business process that allows company to achieve high levels of responsiveness towards key stakeholder needs and demands
	The organization involves key market stakeholders (customers, suppliers) early in the product/service design and development stage
	Company make use of appropriate tools and techniques to reduce the variability of key processes

Variables	Indicators
	Company have established key performance indicators (KPIs) to determine if the organization is meeting sustainability goals
Adapted from Maletic et al (2017)	
Business Performance	Market performance
	Supplier performance
	Process performance
	People performance
Adapted from Zulkifli et al (2011)	Customer – relationship Performance
Employee Creativity Adapted from Pascual et al (2021)	People receive support for curiosity and proactivity in the organization
	People receive support and encouragement when presenting new ideas in the organization
	There are various solutions in the organizations
	There are infrequent solutions in the organization
	There is care, detail and production in the organization
	There is spontaneity and improvisation in the organization
	There is energy and vitality in the organization