

The Influence of Creativity and Innovation in Encouraging Business Success at Car Free Day Jambi City with Moderation of Business Motivation

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ABSTRACT

This study aims to analyze the influence of creativity on business success during Car Free Day in Jambi City. To analyze the influence of innovation on business success on Car Free Day in Jambi City. To analyze the influence of business motivation on business success on Car Free Day in Jambi City. To analyze business motivation to moderate the influence of creativity on business success on Car Free Day in Jambi City. To analyze business motivation to moderate the influence of innovation on business success on Car Free Day in Jambi City. The research uses primary data and quantitative descriptive analysis. The research objects are MSMEs at the Car Free Day in Jambi City, with a population of 495 MSME business behaviors; the researchers used sample extraction techniques to select 96 respondents. The analysis uses the PLS-SEM method. The results show that creativity significantly affects business success on Jambi City's car-free day. Innovation significantly affects business success on Jambi City's car-free day. Business motivation significantly affects business success on Jambi City's car-free day. Business motivation weakens the influence of creativity on business success on Jambi City's car-free day. Business motivation strengthens the influence of innovation on business success on Jambi City's car-free day.

Keywords: *creativity, innovation, business motivation, and business success*

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1.0 INTRODUCTION

Business is an activity inseparable from humans, with a global orientation toward industrial development, especially in the processing industry sector, which exists in small industries to ensure sustainable purchasing power and continue the industrialization process. This aligns with the goal of industrial development: improving the quality of the nation's life by increasing independence in industrial development, based on objective potentials such as natural resources and human resources. In each region, small industries can go through economic crises that have been shown to save the regional economy (Yunus, 2019).

Efforts to increase business competition remain competitive, so entrepreneurs must be creative and have strong abilities because this greatly affects the success of the business they run. When running a business, entrepreneurs must have new ideas and be creative. With creativity, entrepreneurs can turn existing ideas into new ones (Innovation), creating new ones that competitors do not yet have so customers are satisfied (Drucker, 2016).

Creativity is a person's ability to create something new, such as generating new ideas to solve problems or seeing new relationships between pre-existing elements. Creativity, according to Munandar, as quoted by Ika Lestari and Linda Zakiah (2019), is the ability to think with fluency, flexibility, detail, and authenticity in generating new ideas and applying them to problem solving. Meanwhile, innovation, according to Ibnu Hajar (2019) can be said to be the creation of new ideas or raising something new to benefit the products and services expected by customers, so that innovation is a step to create new products or processes. Innovation is the skill of applying creativity to problem-solving and finding opportunities to develop products (Ernani, 2017). Innovation can take the form of new results, such as goods/services, or of improved processes through new ideas, methods, and ways of doing things created through creative thinking and innovative actions that add value and generate profits.

This research aligns with that conducted by Adin Kusumo Putro and Yoshi Takahashi (2024). This research provides important insights into how creativity can contribute to the adoption of information technology among entrepreneurs, while also highlighting the importance of perceived usefulness and perceived ease of use in the process. Overall, these findings explain how creativity affects entrepreneurs' willingness to adopt and continue using new technologies. This supports the results of research from Purnama (2020) which said that there are various advantages in small businesses, for example: more efficient, flexible and innovative, making small types of businesses can outperform large businesses, this is because there is business motivation that encourages small businesses to be able to carry out the modernization process on their results and small businesses do not have to conflict with large industries. This supports research from Hidayati (2021), who explains that the attributes of people are said to be creative, one of which is the existence of motivation because motivation is the encouragement that a person wants to do an action; in this case, the action in question can be in the form of the creation of new ideas (creative thinking). This supports Agustina's (2023) findings, which show that creativity explains one indicator of business success: applying ideas (creative thinking). The creativity referred to in this phenomenon is in the form of activities carried out by entrepreneurs, namely modifying ideas that have been implemented and creating new ideas for the development of their business,

Based on the above phenomenon, entrepreneurship is an attitude, soul, and noble spirit in a person who is innovative, creative, and strives for personal and societal progress. Therefore, this research tested the influence of creativity and innovative behavior on the success of small industrial businesses through business motivation, as many entrepreneurs face capital constraints and declining motivation due to unstable market share. Therefore, small businesses are worth researching because they continue to improve, and creating products requires a high level of creativity and innovation for business development and motivation to achieve the goal of business success.

Enthusiasm can be generated by instilling awareness in Entrepreneurship. Independence can also be fostered by instilling skills and knowledge. To continue developing the business, it is necessary to build creativity and innovation so consumers do not feel bored, as well as business motivation to increase the enthusiasm of business actors. Especially for Car Free Day traders in Jambi City, entrepreneurs must continue to cross-check and update both variety and taste. If entrepreneurs continue to offer the same variety, competition will increase. Observations show that the average trader still makes products with the same variants, varieties, and flavors as other traders. There has been no change, creativity, or innovation to keep up with developments; to compete, traders must improve excellence by adding creativity and innovation to the products they sell.

Siti and Ma'rifah (2017) innovation does not affect success, so motivation does not mediate the relationship between innovation and business success. Nurjanah et al (2023) found that innovation has no direct effect on business success. Motivation does not affect success mediated by business ability. Holilurrohman et al. (2023) found that motivation does

not significantly affect business success. Fitri et al (2023) found that motivation does not moderate the influence of creativity on MSME performance. 5) Motivation does not moderate the influence of innovation on the performance of MSMEs. Senen (2017). The results show that entrepreneurial motivation does not moderate the innovation process in relation to business performance. This research gap reflects inconsistencies across several studies. This shows that despite many studies, the results are not always consistent. Differences in methodology, research context, and variables analyzed can lead to these inconsistencies, so further research is needed to identify the factors that contribute to venture success.

This research is expected to contribute to the development of entrepreneurship theory and provide practical insights for business actors on using public events such as CFD to increase the competitiveness and success of their businesses. The results of this study will provide useful recommendations for developing more effective business strategies in the context of community events. Therefore, this topic is worth researching because it continues to grow and attract many visitors, so business actors need a high level of creativity and innovative behavior to develop business motivation and achieve business success.

2.0 LITERATURE REVIEW

Knowledge-Based View Theory

The theory underlying this research is the Knowledge-Based View theory, according to Curado & Bontis in Ermawati & Arumsari (2021), which states that a successful business starts with how much knowledge entrepreneurs or companies possess in running their business.

Business Success

Business success is the achievement of the Company's goals. Business success aims to explain the improvement of the situation over time (Miftah & Pangiuk, 2020). Entrepreneurial success is not limited to a person's ability to accumulate money or wealth and be self-sufficient, as it can be generated in several ways that add value. To be measured by a person's ability to develop, build, and operate a venture from something that was previously broken, dysfunctional, or may not exist (Miftah & Pangiuk, 2020). Indicators of business success are Profitability/Profit, Effectiveness and Productivity, Competitiveness, Competence, and building a positive company image.

Business Motivation

Entrepreneurial motivation is an impulse that arises from within and outside a person to carry out business activities (Alfiyanti & Ardianti, 2016). With this impulse, the individual can determine what business to pursue and set future goals and expectations. Everyone who wants to become a successful entrepreneur must have high entrepreneurial motivation, because it shapes their mindset and mentality to always strive to be superior in every business. The indicators of business motivation are need for achievement, risk-taking, Tolerance for ambiguity, and Passion

Creativity

Creativity has various meanings; some describe it as an attitude, behavior, or action, while others define it as a way of thinking alone. Mc. Pherson in Suryana (2015) states that creativity is connecting and reassembling knowledge in the human mind, allowing it to think more freely in generating new things or producing ideas that surprise others by producing useful things. Another meaning is that creativity unifies knowledge from different fields of experience to produce better ideas. Indicators of creativity are Opportunity Creators, Inventors, and Calculated Risk Takers

Innovation

When producing products, the company should align with consumers' needs and desires. Some marketing experts offer different views on what products mean. According to Kotler and Armstrong (2019), products are things that can be offered to the market to attract attention, acquisition, use, or consumption to satisfy a desire or need. Indicators of innovation are Product quality, Product variants, Product style, and design.

3.0 METHODOLOGY

Data analysis was carried out using the Partial Least Squares (PLS) method. PLS is a multivariate statistical technique that performs comparisons between multiple dependent variables and multiple independent variables. PLS is a variant-based SEM statistical method designed to solve multiple regressions when specific problems occur in the data, such as small research sample sizes, missing data, and multicollinearity (Ghozali, 2016). The selection of the PLS method is based on the fact that this study includes three latent variables formed with formative indicators that have a moderating effect. The formative model assumes that a latent construct or variable affects the indicator, with causality flowing from the construct to the indicator or manifest variable (Ghozali, 2016). Furthermore, Ghozali (2016) states that the formative model assumes indicators affect the construct, with causality flowing from the indicator to the construct. The PLS approach shifts from measurement analysis to model parameter estimation and prediction. So the focus shifts from estimating and interpreting parameter significance to the validity and accuracy of predictions.

Partial Least Squares (PLS) Method Measurement

The estimation of parameters in PLS includes 3 things, namely (Ghozali, 2016): 1). Weight estimation is used to create a latent variable score. 2). Path estimation that connects latent variables and load estimation between latent variables and indicators. 3). Means and location parameters (regression constant values, intercepts) for indicators and latent variables. To obtain these three estimates, PLS uses a three-stage iterative process, and each stage produces an estimate. The first stage produces a weight estimate, the second stage produces estimates for the inner and outer models, and the third stage produces estimates of means and location (constant). In the first two stages, the iteration process uses a deviation approach (deviation) from the mean value (average). In the third stage, the estimation can be based on the original data matrix and/or the results of estimating the weight and coefficient of the path in the second stage; the purpose is to calculate and locate the parameters (Ghozali, 2016).

Analytical Techniques

In this study, the analysis technique used is Partial Least Squares (PLS). PLS is a Structural Equation Modeling (SEM) equation model based on variance. According to Ghozali (2016), PLS is an alternative approach that changes from a covariance-based SEM approach to a variance-based approach. PLS is a powerful analytical method that relies on few assumptions. This Partial Least Squares approach does not assume specific data types. It can handle nominal, categorical, ordinal, interval, or ratio data. This analysis uses Smart PLS software and a bootstrapping (random duplication) method. This PLS technique is divided into two stages, namely: 1) Test the measurement model, to test the validity and reliability of the design of each indicator. 2). Structural model test, to find out if there is an influence between variables between constructs.

4.0 FINDINGS AND DISCUSSION

The design of the PLS measurement model matters because it determines whether indicators are reflective or formative. The reflective model mathematically treats indicators as sub-variables influenced by latent variables, meaning the same factors (the latent variables) influence them. This study uses a reflective model. This study used SmartPLS software version 3.00 to input data and calculate each indicator. In this study, all latent variables had reflective indicators.

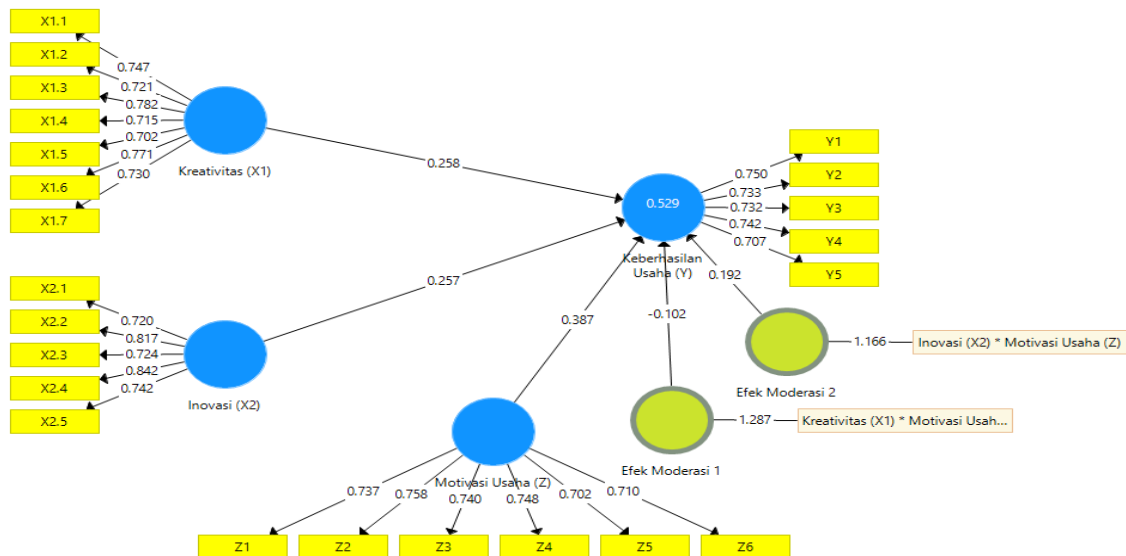
Convergent Validity Testing

Convergent validity aims to determine the validity of each relationship between an indicator and its latent construct or variable. PLS-SEM has two types of validity: convergent and discriminant. Convergent validity means a set of indicators represents and underlies a single latent variable.

Loading Factor

Outer loading testing is carried out to show that an indicator in a construct has a larger loading factor in its construct than in other constructs. The results of the initial model calculation of the research can be seen in the following figure:

Figure 1
Results of the Initial Research Model Calculation



Information
X1 = Creativity
X2 = Innovation
Z = Business Motivation
Y = Business Success

Source: Smart PLS 3 Processed Data (2025)

The figure above shows that the results of the calculation of the initial research model obtained an outer loading value variable above 0.70 for all loading factors to pass the outer loading test. For more details, please see the following table:

Table 1
Outer Loading

Matriks	Moderation Effect 1	Moderation Effect 2	X1	X2	Y	Z
X1 * Z	1.287					
X2 * Z		1.166				
X1.1			0.747			
X1.2			0.721			
X1.3			0.782			
X1.4			0.715			
X1.5			0.702			
X1.6			0.771			
X1.7			0.730			
X2.1				0.720		
X2.2				0.817		
X2.3				0.724		
X2.4				0.842		
X2.5				0.742		
Y1					0.750	
Y2					0.733	
Y3					0.732	
Y4					0.742	
Y5					0.707	

Z1	0.737
Z2	0.758
Z3	0.740
Z4	0.748
Z5	0.702
Z6	0.710

Source: Smart PLS 3 Processed Data (2025)

Based on figure 1 and table 1, the calculation of the initial research model shows that several indicator values are greater than 0.70 of the loading factor value limit used, in the creativity variable (X1) there are 7 statements categorized as passing because the loading factor value is > 0.70 , for the innovation variable (X2) there are 5 statements that are categorized as passing because the loading factor value is > 0.70 . For the business success variable (Y), 5 statements are categorized as passing because the loading factor value is > 0.70 . In the business motivation variable (Z), 6 statements are categorized as passing because the factor loading value is > 0.70 . For moderation effect 1, creativity * business motivation ($X1*Z$), it was categorized as passing because the factor loading value was $1,287 > 0.70$. For moderation effect 2, namely innovation * business motivation ($X2*Z$), it was categorized as passing because the loading factor value was $1,166 > 0.70$. Therefore, the loading factor value for each indicator in the variables of creativity (X1), innovation (X2), business success (Y), and business motivation (Z) in the above model is categorized as valid.

Average Variance Extracted (AVE)

Next, we move on to another measure to determine convergent validity at the construct level: average variance extracted (AVE). The outer measurement model states that AVE meets convergent validity if it exceeds the average extracted variance, with a threshold of 0.50. AVE value results are as follows:

Table 2 Average Variance Extracted Value	
Variable	Average Variance Extracted (AVE)
Moderation Effect 1	1.000
Moderation Effect 2	1.000
creativity (X1)	0.546
innovation (X2)	0.594
business success (Y)	0.537
business motivation (Z)	0.537

Source: Smart PLS 3 Processed Data (2025)

Table 2 shows that the AVE values for each construct are greater than 0.50. Therefore, the model has no convergent validity issues, and the research model demonstrates adequate validity. Based on these findings, all constructs meet the convergent validity requirements.

The next step is to assess discriminant validity. In PLS analysis, discriminant validity can be evaluated using cross-loadings. Cross-loadings provide an initial approach for assessing the discriminant validity of indicators and can be further supported by Cronbach's alpha. The discriminant validity test using cross-loading values ensures that each construct is distinct from the other latent variables in the model. An indicator is considered to meet the discriminant validity criterion when its cross-loading value is greater than 0.70. The results of the discriminant validity test are presented as follows:

Table 3
Cross Loading

Matriks	Moderation Effect 1	Moderation Effect 2	X1	X2	Y	Z
X1 * Z	0.764	1.000	-0.274	-0.227	-0.084	-0.200
X2 * Z	1.000	0.764	-0.369	-0.248	-0.262	-0.367
X1.1	-0.264	-0.256	0.747	0.287	0.433	0.341
X1.2	-0.224	-0.112	0.721	0.324	0.380	0.244
X1.3	-0.394	-0.272	0.782	0.368	0.387	0.405
X1.4	-0.188	-0.184	0.715	0.360	0.297	0.175
X1.5	-0.190	-0.167	0.702	0.338	0.267	0.169
X1.6	-0.296	-0.157	0.771	0.411	0.470	0.403
X1.7	-0.306	-0.256	0.730	0.342	0.424	0.336
X2.1	-0.034	-0.028	0.226	0.720	0.393	0.314
X2.2	-0.268	-0.272	0.399	0.817	0.428	0.330
X2.3	-0.282	-0.197	0.396	0.724	0.338	0.310
X2.4	-0.240	-0.209	0.459	0.842	0.507	0.455
X2.5	-0.127	-0.157	0.309	0.742	0.374	0.321
Y1	-0.115	-0.021	0.392	0.411	0.750	0.410
Y2	-0.156	-0.099	0.482	0.367	0.733	0.437
Y3	-0.256	-0.192	0.345	0.375	0.732	0.410
Y4	-0.237	-0.003	0.397	0.499	0.742	0.446
Y5	-0.198	-0.003	0.313	0.303	0.707	0.551
Z1	-0.260	-0.075	0.312	0.207	0.523	0.737
Z2	-0.305	-0.121	0.301	0.251	0.482	0.758
Z3	-0.292	-0.163	0.262	0.321	0.439	0.740
Z4	-0.217	-0.121	0.378	0.402	0.421	0.748
Z5	-0.340	-0.298	0.300	0.430	0.382	0.702
Z6	-0.208	-0.139	0.294	0.442	0.439	0.710

Source: Smart PLS 3 Processed Data (2025)

Based on Table 3 of the cross-loading results, each indicator's loading value is greater than its cross-loading value. Based on the table above, each indicator's cross-loading value is greater than that of the other variables, so discriminant validity is well established.

Reliability Test

The composite reliability test is carried out to determine the extent to which a measuring instrument can be trusted. (Ghozali, 2016) All variables are declared reliable if the loading factor value is above 0.70. The value of composite reliability and Cronbach's Alpha for each variable can be seen in Table 4 as follows:

Table 4
Composite Reliability dan Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha
Moderation Effect 1	1.000	1.000
Moderation Effect 2	1.000	1.000
creativity (X1)	0.894	0.870
innovation (X2)	0.879	0.828
business success (Y)	0.853	0.785
business motivation (Z)	0.874	0.828

Source: Smart PLS 3 Processed Data (2025)

Based on Table 5, a composite reliability value greater than 0.7 was obtained, meaning that the reliability in this study was met or declared reliable. Cronbach's alpha value for each latent variable where all values are greater than 0.70. A construct is considered reliable if Cronbach's alpha is greater than 0.60. This shows that all constructs meet the minimum reliability requirement.

Table 6
Path Coefficients

Variable	T Statistics	P Values
Moderation Effect 1 -> Business Success (Y)	1.150	0.251
Moderation Effect 2 -> Business Success (Y)	1.838	0.067
Creativity (X1) -> Business Success (Y)	3.092	0.002
Innovation (X2) -> Business Success (Y)	3.041	0.002
Business Motivation (Z) -> Business Success (Y)	4.334	0.000

Source: Smart PLS 3 Processed Data (2025)

Based on the path coefficient analysis in Table 6 above, moderation effect 1 (business motivation) is not significant for the relationship between creativity and business success ($p = 0.251 > 0.05$). Moderation effect 2 (business motivation) is not significant for the relationship between innovation and business success ($p = 0.067 > 0.05$). The creativity variable is significantly related to business success ($p = 0.002 < 0.05$). The innovation variable is significant to the business success variable ($p = 0.002 < 0.05$). The business motivation variable is significant to the business success variable ($p = 0.000 < 0.05$).

Hypothesis Testing

The significance of the estimated parameters provides very useful information about the relationship between the study variables. The hypothesis test is based on the inner weight value in the output. Table 9 provides the estimated output for the structural model test.

Table 7
Path Coefficients

	Original Sample	Sample Mean (M)	Standard Deviation	T Statistics (O/STDEV)	P Values
Moderation Effect 1 -> Business Success (Y)	-0.102	-0.087	0.089	1.150	0.251
Moderation Effect 2 -> Business Success (Y)	0.192	0.178	0.104	1.838	0.067
Creativity (X1) -> Business Success (Y)	0.258	0.256	0.083	3.092	0.002
Innovation (X2) -> Business Success (Y)	0.257	0.260	0.085	3.041	0.002
Business Motivation (Z) -> Business Success (Y)	0.387	0.397	0.089	4.334	0.000

Source: Smart PLS 3 Processed Data (2025)

Based on Table 7, creativity has a significant effect on the success of the business in car-free day activities in Jambi City, because the t-statistic has a higher value of $3,092 < 1,661$ and a p-value of $0.002 < 0.05$. Therefore, creativity has a significant effect on the success of the business in car-free day activities in Jambi City.

Innovation has a significant effect on the success of the business in car-free day activities in Jambi City, because the t-statistic has a higher value of $3,041 > 1,661$ and a p-value of $0.002 < 0.05$. Therefore, innovation has a significant effect on business success in car-free day activities in Jambi City.

Business motivation significantly affects business success in car-free day activities in Jambi City, as the t-statistic ($4,334 > 1,661$) and p-value ($0.000 < 0.05$) indicate. Therefore, business motivation significantly affects business success in car-free day activities in Jambi City.

Business motivation can strengthen or weaken the influence of creativity on business success in car-free day activities in Jambi City, because the t-statistic is $1,150 < 1,661$ and the p-value is $0.251 > 0.05$. Therefore, business motivation weakens the influence of creativity on business success in car-free day activities in Jambi City.

Business motivation can strengthen or weaken the influence of innovation on business success in car-free day activities in Jambi City, because the t-statistic is $1,838 < 1,661$ and the p-value is $0.067 > 0.05$. Therefore, business motivation strengthens the influence of innovation on business success in Jambi City car-free day activities.

5.0 CONCLUSION

Creativity significantly affects business success in Jambi City car-free day activities. It can be concluded that the better a person's creativity in developing their business, the better the business's success. Innovation significantly affects business success during the Jambi City car-free day. It can be concluded that the better the innovation in managing the business, the better the business's success. Business motivation significantly affects business success during the Jambi City car-free day. It can be concluded that the stronger a person's business motivation in carrying out their business, the more likely the business is to succeed. Business motivation weakens creativity's influence on business success on car-free day in Jambi City. Business motivation is seen in creativity in managing their business, which aims to increase business success, but the results of this study do not show business motivation as a reason for business actors to strengthen their business success. Business motivation strengthens the influence of innovation on business success in Jambi City's car-free day. Business motivation is reflected in innovation in managing their business, which aims to increase business success; the results show that business motivation is a reason business actors strengthen their business success.

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