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Digital Capability, Digital Transformation, and Digital Innovation as Determinants of Food Stall Business Performance in South Tangerang City

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ABSTRACT

This study is motivated by the rapid digitalization of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia, particularly through online ordering platforms, delivery services, social media, and digital payment systems such as QRIS. However, digital adoption does not always improve business performance, especially among food stall MSMEs that still face challenges such as declining profit margins, platform dependency, and limited internal readiness. This study aims to analyze the influence of Digital Capability, Digital Transformation, and Digital Innovation on the Business Performance of food stall MSMEs in South Tangerang City. This research used a quantitative approach with an explanatory research design. The sample consisted of food stall owners or managers who had operated for at least one year, adopted digital technology, and were directly involved in business decision-making. Data were collected through a closed-ended questionnaire using a five-point Likert scale and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS. The results show that Digital Capability has a positive and significant effect on Business Performance, with a path coefficient of 0.242 and a P-value of 0.042. Digital Transformation has the strongest effect, with a path coefficient of 0.356 and a P-value of 0.005. Digital Innovation also has a positive and significant effect, with a path coefficient of 0.242 and a P-value of 0.026. The R^2 value of 0.564 indicates that the three variables explain 56.4% of the variation in Business Performance. Therefore, this study concludes that improving MSME performance requires digital capability, business process transformation, and sustainable digital innovation.

Keywords: Digital Capability, Digital Transformation, Digital Innovation, Business Performance, MSMEs

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a strategic role in supporting Indonesia's economy, especially during the post-COVID-19 pandemic recovery phase. Amid global pressures and economic uncertainty, MSMEs have become the backbone of job creation and a pillar of public purchasing power. However, this recovery has coincided with the acceleration of digital disruption, which has fundamentally changed the structure of the business environment and consumer behavior. The shift to online ordering, the use of delivery service platforms, and the adoption of cashless payment systems show that digitalization is no longer optional, but has become a structural requirement in the global business (Pfister & Lehmann, 2023; Soto-Acosta, 2020). These changes in the business environment require MSMEs to adapt quickly to maintain and improve their business performance amid increasingly intense competition.

The phenomenon of MSMEs going digital in Indonesia has undergone significant structural changes in recent years, especially in the post-COVID-19 context. The government reports that by 2024, around 27 million MSMEs will have adopted digital technology, and this figure is expected to increase to 30 million MSMEs connected to the digital ecosystem in the same year (Kementerian Kominfo, 2024). This shift reflects the transformation of marketing channels, transactions, and business operations, which are increasingly moving to digital platforms in response to modern market challenges. Further evidence of the digital transformation of MSMEs can be seen in the expansion of digital payment systems: by the first half of 2025, QRIS (Quick Response Code Indonesian 2 Standard) had reached approximately 39.3 million merchants, of which more than 93% were MSMEs, and recorded more than 6 billion digital transactions worth hundreds of trillions of rupiah (Bank Indonesia, 2025). National e-commerce statistics also show that around 41.51% of businesses in Indonesia were already engaged in e-commerce activities in 2023 (Indonesiabaik.id, 2024), reflecting increasingly widespread digital penetration.

However, the high level of digital adoption does not automatically translate into improved business performance for MSMEs. In practice, many MSMEs have utilized digital platforms for promotion, ordering, and payment, but still face challenges such as declining profit margins, dependence on platform promotions, and increasing commission costs. This condition indicates that digital adoption alone does not necessarily result in optimal business performance, so a deeper understanding of the internal factors that determine the success of utilizing digital technology in improving business performance is needed.

One internal factor that is widely discussed in the literature is digital capability, which reflects a company's ability to effectively manage and utilize digital technology. Several studies show that digital capability has a positive effect on business performance through increased operational efficiency, quality of decision-making, and company competitiveness (Bui & Le, 2023; X. Wang et al., 2022). In the context of small businesses, digital capability has also been shown to contribute to improved business performance, both directly and through certain mechanisms (Hutama et al., 2023; Ladian & Fauzi, 2025; Prakasa & Jumani, 2024). However, other empirical findings show inconsistent results. Several studies report that digital capability does not have a significant effect on business performance when it is not balanced with advanced technological capabilities or human resource readiness (Anggitasari et al., 2023; Heredia et al., 2022; Rosyidah et al., 2024). This inconsistency indicates that the influence of digital capability on business performance is contextual and requires further testing, particularly in the context of MSMEs in the culinary sector.

In addition to digital capability, digital transformation is also seen as an important factor in improving business performance. Digital transformation reflects a comprehensive change in business processes, operational models, and how companies create value by utilizing digital technology. Several studies show that digital transformation has a positive effect on company performance through increased productivity, customer experience, and technology-based innovation (Masoud & Basahel, 2023; Persada et al., 2025; H. Wang et al., 2022; Wei & Shen, 2025). However, in the context of MSMEs, the results of the study again show inconsistency. Several studies found that digital transformation does not have a significant impact on business performance, especially when the transformation is not accompanied by adequate organizational readiness and digital competence (Adisaksana, 2022; Ahmad et al., 2024; Wijaya et al., 2024). This shows that digital transformation does not always automatically result in better performance, making it relevant to be re-examined in the context of SMEs in the culinary sector.

Another factor that has received attention is digital innovation, which includes innovations in products, services, and processes based on digital technology. Digital innovation is seen as capable of creating added value and competitive advantage, thereby potentially improving business performance (Hidayat et al., 2022; Huang et al., 2023; Jang & Lee, 2025; Ong et al., 2021). However, research in the context of MSMEs shows mixed results. Several studies found that digital innovation does not have a significant effect on business performance, especially when MSME actors have limited resources, financial literacy, and managerial capabilities in managing digital innovation (Fitriasari et al., 2021; Mila et al., 2022; Saiful Hidayat et al., 2022). These findings confirm that digital innovation does not always have a direct impact on business performance and is highly dependent on the business context being studied.

Despite the rapid expansion of digital adoption among MSMEs in Indonesia, empirical evidence regarding its impact on business performance remains inconclusive, particularly

within the culinary sector. Previous studies reveal inconsistent findings on the effects of digital capability, digital transformation, and digital innovation on business performance, indicating that digitalization does not uniformly generate performance improvements across different business contexts. Many MSMEs, including food stalls, have adopted digital platforms primarily at an operational level, yet still experience stagnant revenue growth, declining profit margins, and high dependency on digital intermediaries. This condition highlights a critical research gap concerning the effectiveness of internal digital factors in driving business performance outcomes. Moreover, empirical studies that simultaneously examine digital capability, digital transformation, and digital innovation within the specific context of food stall MSMEs. Therefore, this study aims to analyze the effect of digital capability, digital transformation, and digital innovation on the business performance of food stall MSMEs in South Tangerang City, in order to provide a more contextual understanding of digitalization effectiveness and offer empirical insights for both policymakers and MSME practitioners.

LITERATURE REVIEW

Dynamic Capability Theory (DCT)

Dynamic Capability Theory (DCT) explains that organizational excellence and performance in a dynamic environment are determined by a company's ability to continuously integrate, build, and reconfigure internal and external resources in response to environmental changes (Teece, 2018). In the context of food stall MSMEs in South Tangerang City facing digital disruption in the form of changes in consumer behavior, delivery platforms, and cashless payment systems, DCT becomes the main framework for understanding how business actors not only adopt technology but also manage it adaptively. DCT emphasizes three main capabilities, namely sensing (the ability to identify digital opportunities and threats), seizing (the ability to mobilize and allocate digital resources effectively), and transforming (the ability to adjust business processes, structures, and work patterns) (Teece, 2018). Empirical research shows that MSMEs with strong dynamic capabilities tend to be better able to leverage digital transformation to improve operational efficiency, service innovation, and overall business performance (Masoud & Basahel, 2023; Wei & Shen, 2025). Thus, DCT provides a relevant theoretical foundation for explaining how digital capability, digital transformation, and digital innovation can contribute to the business performance of food stall MSMEs in a contextual and non-automatic manner.

Resource-Based View (RBV) Theory

Resource-Based View (RBV) Theory states that a company's performance and competitive advantage are determined by its ownership and utilization of strategic resources that are valuable, rare, difficult to imitate, and not easily substituted (Barney, 1991). In the context of food stall MSMEs, these resources are not limited to physical assets, but also include intangible resources such as technological knowledge, business skills, and the ability

to manage data and digital platforms. Recent studies show that digital capability acts as an intangible strategic resource that can improve operational efficiency, decision-making quality, and the competitiveness of small (Bui & Le, 2023; X. Wang et al., 2022). RBV also implies that owning digital resources alone is not sufficient to improve business performance if it is not accompanied by the organization's ability to orchestrate and utilize these resources effectively. Therefore, RBV was chosen as the supporting theory to explain why digital capability, digital transformation, and digital innovation can be sources of advantage and performance for MSME food stalls, while also explaining the empirical variations that show that not all MSMEs obtain the same performance benefits from adopting digital technology.

Business Performance

Business performance reflects the degree of success a company has in achieving its strategic objectives through the effective utilization of resources and management of business processes. In modern management literature, business performance is understood as a multidimensional concept that focuses not only on financial results but also includes operational achievements, service quality, and organizational adaptability. Ferreira et al. (2020) state that business performance describes the extent to which a company is able to create value and maintain business sustainability in a dynamic business environment. A similar view is expressed by Vrontis et al. (2022), who emphasize that business performance is the result of the interaction between internal capabilities, organizational strategy, and the company's response to changes in the external environment. Thus, business performance serves as a key indicator in assessing the effectiveness of a business's strategy and competitiveness, including in the MSME sector.

In the context of measurement, the most widely used approach to evaluating business performance is the balanced scorecard, which emphasizes a balance between financial and non-financial perspectives to achieve long-term competitive advantage (Kaplan & Norton, 1992). This approach is considered relevant because it is able to capture business performance more comprehensively than purely financial-based measurements. Kafetzopoulos (2022) asserts that performance measurement that integrates financial, quality, innovation, and operational process aspects provides a more accurate picture of a company's performance. In the context of micro, small, and medium enterprises (MSMEs), business performance measurement needs to be tailored to the characteristics of businesses that have limited resources and a simple organizational structure. Ferreira et al. (2020) and Vrontis et al. (2022) emphasize that MSME performance is more accurately measured through a combination of financial and non-financial indicators, such as sales growth, cost efficiency, customer satisfaction, operational flexibility, and innovation capabilities.

Digital Capability

Digital capability is defined as an organization's ability to integrate digital technology, human resources, and business processes to create value and improve company performance. Bui & Le (2023) explain that digital capability reflects a company's capacity to strategically

utilize digital technology to improve operational efficiency, decision-making quality, and the achievement of long-term business goals. In line with this, X. Wang et al. (2022) view digital capability as a company's ability to use digital technology to improve internal coordination, operational flexibility, and responsiveness to changes in the business environment. Sahibzada et al. (2025) emphasize that digital capability is a strategic capability that enables organizations to adapt to environmental dynamics through the structured and sustainable use of digital technology. In the context of food stall MSMEs, this capability is reflected in the ability of business actors to effectively manage online ordering platforms, social media, digital payment systems, and customer data, thereby forming a more adaptive and value-oriented work pattern.

Empirically, several studies show that digital capability has the potential to improve business performance through increased productivity, operational efficiency, and business competitiveness (Bui & Le, 2023; X. Wang et al., 2022). In the context of MSMEs, digital capability has been proven to influence business performance both directly and through the mediating role of digital business transformation (Hutama et al., 2023; Ladian & Fauzi, 2025; Prakasa & Jumani, 2024). However, other findings show inconsistent results, where digital capability does not have a significant impact on performance when it is not supported by technological capability, employee innovation, or adequate human capital (Anggitasari et al., 2023; Heredia et al., 2022; Rosyidah et al., 2024). This inconsistency shows that the influence of digital capability is contextual and not always automatic. Therefore, to obtain a clearer empirical understanding of the role of digital capability in improving the performance of food stall MSMEs in South Tangerang City, the following research hypothesis was formulated:

H1: Digital capability has a positive effect on the business performance of food stalls in South Tangerang City.

Digital Transformation

Digital transformation is conceptually understood as a fundamental change process within an organization through the use of digital technology, which not only includes technology adoption but also the transformation of strategy, business processes, organizational structure, and how companies create value. Verhoef et al. (2021) emphasize that digital transformation is a multidisciplinary phenomenon involving changes in business models, customer interactions, and the integration of digital technology into core business activities. In line with this view, Vial (2019) defines digital transformation as a process triggered by the use of digital technology to create new value through a combination of organizational, structural, and work culture changes. Hanelt et al. (2021) add that digital transformation is systemic and continuous, as it requires organizations to reconfigure resources and adjust internal capabilities to respond to the increasingly digital dynamics of the business environment. In the context of food stall MSMEs, digital transformation is reflected in operational changes from conventional to digital systems, such as the use of online

ordering platforms, delivery service integration, and the digitization of transactions and marketing.

Mechanically, digital transformation works by improving business process efficiency, expanding market reach, and strengthening customer experience based on digital technology. Several empirical studies show that digital transformation has a positive effect on business performance through increased productivity, operational effectiveness, and technology-based innovation (Masoud & Basahel, 2023; Persada et al., 2025; H. Wang et al., 2022; Wei & Shen, 2025). However, other findings indicate that this impact is not always consistent in the context of SMEs. Several studies have found that digital transformation does not have a significant impact on business performance when the transformation only involves technology adoption without adequate organizational readiness, digital competence, and managerial capabilities (Adisaksana, 2022; Ahmad et al., 2024; Wijaya et al., 2024). The inconsistency of these empirical results shows that digital transformation does not automatically improve business performance but rather depends heavily on the ability of business actors to strategically manage digital change. Therefore, this study formulates the hypothesis that digital transformation affects the business performance of food stall MSMEs in South Tangerang City. Therefore, to obtain a clearer empirical understanding of the role of digital transformation in improving the performance of food stall MSMEs in South Tangerang City, the following research hypothesis was formulated:

H2: Digital transformation has a positive effect on the business performance of food stalls in South Tangerang City.

Digital Innovation

Conceptually, digital innovation refers to the process of creating and implementing innovations enabled by digital technology, whether in the form of products, services, processes, or business models. Lund & Ebbesson (2019) explain that digital innovation arises from the layered interaction between digital technology, system architecture, and business activities that enable continuous change in how value is created. This perspective is reinforced by Hund et al. (2021), who view digital innovation as the result of a combination of the use of digital technology and the ability of organizations to integrate it into strategic activities. In the context of micro and small enterprises, Martini et al. (2023) emphasize that digital innovation is not limited to the creation of new technologies but also includes digital adaptations relevant to market needs, such as platform-based service innovation, digital marketing, and the utilization of customer data. In food stall MSMEs, digital innovation is reflected through the development of menus based on digital consumer preferences, the use of online ordering applications, the integration of delivery services, and social media-based promotional innovations.

Mechanically, digital innovation works by creating added value through service differentiation, increased market response speed, and strengthening technology-based competitive advantages. Several studies show that digital innovation has a positive effect on

business performance because it can increase competitiveness, operational efficiency, and customer service quality (Hidayat et al., 2022; Huang et al., 2023; Jang & Lee, 2025; Joesoep & Daihani, 2023; Ong et al., 2021). However, empirical findings in the SME context show inconsistent results. Several studies found that digital innovation does not significantly affect business performance when MSME actors face limitations in resources, financial literacy, and managerial capabilities in managing digital innovation sustainably (Fitriasari et al., 2021; Mila et al., 2022; Saiful Hidayat et al., 2022). This inconsistency indicates that digital innovation does not automatically improve business performance but depends on the internal readiness of the business to implement innovation effectively. Therefore, to obtain a clearer empirical understanding of the role of digital innovation in improving the performance of food stall MSMEs in South Tangerang City, the following research hypothesis was formulated:

H3: Digital innovation affects the business performance of food stall MSMEs in South Tangerang City.

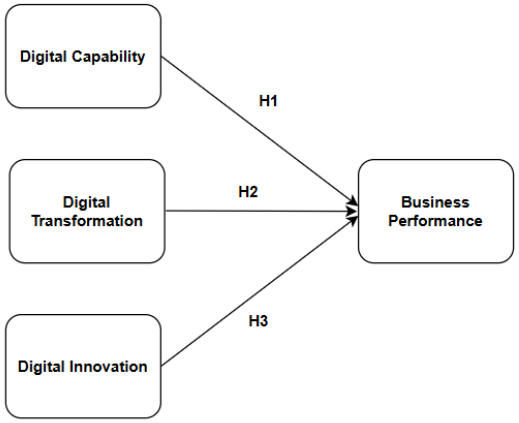

Figure 1. Conceptual Framework

METHOD

This study employs a quantitative approach with an exploratory research design to examine the causal relationships between digital capabilities, digital transformation, and digital innovation on the business performance of MSME food stalls in South Tangerang City. The population consists of food stalls that have adopted digital technology—at minimum QRIS—in their business, while the sample includes business owners or managers who have operated for at least one year, actively use digital technology, and are directly involved in decision-making. Purposive sampling was applied to ensure that respondents met the required level of digital readiness in line with the research objectives (Sekaran Uma & Bougie Roger, 2016). Data were collected through an online closed-ended questionnaire using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree), and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS.

Scale measures were used, with adjustments, to evaluate the structures of this study in reference to a number of earlier investigations. The measurement indicators were modified to suit the South Tangerang City food stall MSMEs, especially those who have incorporated digital technology into their operations. Digital Capability, Digital Transformation, Digital Innovation, and Business Performance are the constructs that are measured in this study. Each construct is represented by a number of indicators that serve as the foundation for creating the questionnaire items and reflect the conceptual aspects of the variables. The indications utilized to gauge each research variable are shown in the following table.

Tabel 1. Research Instruments

Variables	Indicators	Statments
Digital Capability Wang et al. (2022); Bui & Le (2023); Prakasa & Jumani (2024); Hutama et al. (2023)	Digital Skill Capability	1. I am able to use social media and digital platforms to support my food stall business. 2. I understand how to use online ordering and digital payment applications in my business operations. 3. I feel quite skilled at utilizing digital technology for my daily business activities.
	Digital Information Management Capability	1. I utilize digital sales data to understand customer demand patterns. 2. Information from digital platforms helps me make business decisions. 3. I am able to effectively manage customer information obtained from digital systems.
	Digital Mindset & Adaptability	1. I am open to using new technologies to develop my food stall business. 2. I am willing to learn digital technology, even if I am not familiar with it. 3. I believe that digital skills are essential for the sustainability of my business.
Digital Transformation Vial (2019); Wang et al. (2022); Masoud & Basahel (2023); Persada et al. (2025)	Digitalization of Business Processes	1. The ordering and service processes in my business have been integrated with a digital system. 2. I use digital technology to expedite customer service. 3. Digital technology helps my business become more efficient in its daily operations.
	Transformation of Business Model	1. I've adapted my sales methods by utilizing online platforms and delivery services. 2. My business doesn't rely solely on in-person sales. 3. Digital technology has transformed the way I reach customers.
	Organizational Readiness for Digital Change	1. I am ready to adapt my work habits to digital systems. 2. I am capable of managing my business to keep it running despite technological changes. 3. I feel my business is well-prepared for digital transformation.
Digital Innovation Hidayat et al. (2022); Huang et al. (2023); Jang & Lee (2025)	Digital product/service innovation	1. My business develops new services through the use of digital technology. 2. I customize menus and services based on customer preferences on digital platforms. 3. Digital technology helps me create a variety of services that were previously unavailable.
	Digital Marketing Innovation	1. I use social media as my primary means of business promotion. 2. I regularly create digital content to attract customers. 3. Digital promotions help increase customer interest in my business.
	Innovation Speed & Flexibility	1. I can quickly adapt my business strategy based on digital trends. 2. I respond quickly to changing customer needs through online platforms. 3. Digital technology makes it easy for me to make changes to my business strategy.
Business Performance Ferreira et al. (2020); Vrontis et al. (2022); Kafetzopoulos (2022)	Financial Performance	1. My business revenue has increased since using digital technology. 2. My food stall's sales have grown recently. 3. The use of digital technology has helped increase my business profits.
	Operational Performance	1. My business operations have become faster and more organized since using digital technology. 2. The use of digital technology has helped reduce operational errors. 3. My business operations have become more efficient than before.

	Market & Customer Performance	1. Customers find it easier to transact at my restaurant. 2. My customer base has increased since using digital platforms. 3. My business is able to compete with other restaurants in the South Tangerang area.

RESULTS AND DISCUSSION

Characteristics of Respondents

This research included 151 MSME food-stall business operators in South Tangerang City as participants. The findings reveal that every participant was a business owner (100.00%), suggesting that the information was gathered directly from individuals overseeing everyday business operations. Male business actors comprised 64.24% of the respondents, whereas female respondents represented 35.76%. The majority of respondents were in the 31–35 years age bracket (53.64%), followed by individuals aged over 36 years (27.81%), indicating that most were within a productive age range. Regarding business experience, a majority of respondents had managed their businesses for over three years (65.56%), suggesting they possess adequate experience to evaluate business performance and digital adoption. The majority of respondents reported a monthly turnover of IDR 11–25 million (56.95%), indicating that the sample included active food-stall MSMEs with fairly stable business operations. Moreover, 96.69% of those surveyed had embraced digital technology, ensuring the sample is pertinent to the research goal. This respondent profile justifies the application of purposive sampling as the chosen respondents possess particular traits that correspond to the study context, and it also suits SEM-PLS analysis for exploring relationships between latent variables (Hair & Alamer, 2022).

Tabel 2. Respondent's Characteristics

Characteristics	Category	Frequency	Percentage
Business Owner	Yes	151	100,00%
	No	0	0,00%
Gender	Male	97	64,24%
	Female	54	35,76%
Respondent's age	< 25 Years	6	3,97%
	26–30 Years	22	14,57%
	31–35 Years	81	53,64%
	> 36 Years	42	27,81%
Year of business	< 1 Years	8	5,30%
	1–3 Years	44	29,14%
	> 3 Years	99	65,56%
Monthly turnover	< 5 Million	14	9,27%
	5–10 Million	42	27,81%
	11–25 Million	86	56,95%
	> 25 Million	9	5,96%
Digital technology adoption	Yes	146	96,69%
	No	5	3,31%
Total		**151**	**100%**

Source: Primary Data Processed by the author, 2026

Data Processing Using SmartPLS 4

This structural model diagram is a visual representation of all research hypotheses, which examine the influence of Digital Capability (X1 DC), Digital Transformation (X2 DT), and Digital Innovation (X3 DI) on Business Performance (Y BP) among food stall MSMEs in South Tangerang city.

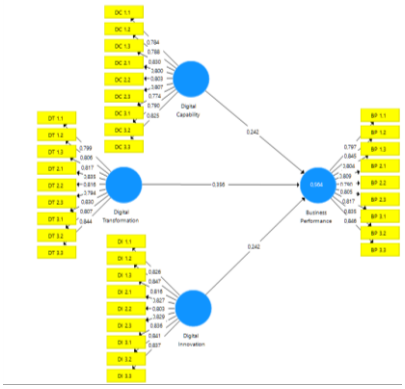

Figure 2. Theoretical Framework
Source: SmartPLS 3 Data Processing

The structural model created for this investigation is shown in Figure 2. According to the concept, business development is positioned as the dependent variable, whereas digital capability, digital transformation, and digital innovation are positioned as independent factors. Every independent variable represents the proposed influence examined in this study and is directly related to business development. Additionally, each construct's indicators display outside loading values that are often higher than 0.70, suggesting that the items have sufficient convergent validity when measuring the corresponding constructs. Because they show that the construct accounts for a significant amount of the indicator variance, indicator loadings above 0.70 in PLS-SEM are frequently regarded as satisfactory (Hair & Alamer, 2022).

Predictive Power Model (R2)

Digital capability, digital transformation, and digital innovation account for 56.4% of the variation in business performance, according to the structural model's R2 value of 0.564 for business performance (Y BP). This indicates that food stall MSMEs' business success is significantly impacted by their capacity to manage digital resources, change business procedures, and create digital-based innovation. In the meantime, variables not included in the model account for the remaining 43.6%. According to PLS-SEM recommendations, an R2 value of about 0.50 denotes moderate explanatory power, which means that the model is sufficient but still leaves space for more predictors in subsequent studies (Hair & Alamer, 2022).

Path Coefficients

According to the path coefficient data, Digital Transformation (X2 DT) has the highest coefficient value of 0.356, indicating that it is the main factor influencing business performance. This suggests that the most effective ways to improve the performance of food

stall MSMEs are through changes to business procedures, digital transactions, online ordering platforms, delivery service integration, and digital marketing tactics. Concurrently, Digital Capability (X1 DC) has a path coefficient of 0.242, suggesting that business performance is positively impacted by business actors' capacity to use and manage digital tools. The impact of Digital Innovation (X3 DI) is comparable to that of Digital Capability, as seen by its path coefficient of 0.242. Therefore, while all three variables correlate positively with Business Performance, Digital Transformation seems to be the most influential factor in accounting for performance enhancement among food stall MSMEs

External Model Evaluation (Measurement Model)

Outer Loading Values

The outer loading value table is used to test convergent validity in the measurement model. Convergent validity measures the extent to which the indicators of a construct have a high proportion of variance in common. Strict criteria require that the outer loading value must be above 0.70.

Tabel 3. Outer Loading

	X1 DC	X2 DT	X3 DI	Y BP
DC 1.1	0,784			
DC 1.2	0,788			
DC 1.3	0,830			
DC 2.1	0,800			
DC 2.2	0,803			
DC 2.3	0,807			
DC 3.1	0,774			
DC 3.2	0,790			
DC 3.3	0,825			
DT 1.1		0,799		
DT 1.2		0,806		
DT 1.3		0,817		
DT 2.1		0,835		
DT 2.2		0,816		
DT 2.3		0,794		
DT 3.1		0,830		
DT 3.2		0,807		
DT 3.3		0,844		
DI 1.1			0,826	
DI 1.2			0,847	
DI 1.3			0,816	
DI 2.1			0,827	
DI 2.2			0,803	
DI 2.3			0,829	
DI 3.1			0,836	
DI 3.2			0,841	
DI 3.3			0,837	
BP 1.1				0,797

BP 1.2				0,845
BP 1.3				0,804
BP 2.1				0,809
BP 2.2				0,790
BP 2.3				0,805
BP 3.1				0,817
BP 3.2				0,835
BP 3.3				0,846

Source: SmartPLS 3 Data Processing

Every indicator used to evaluate the constructs of Digital Capability (X1 DC), Digital Transformation (X2 DT), Digital Innovation (X3 DI), and Business Performance (Y BP) has surpassed the recommended level of 0.70, according to the results of the Outer Loading analysis. Digital Capability has loading values between 0.774 and 0.830, Digital Transformation between 0.794 and 0.844, Digital Innovation between 0.803 and 0.847, and Business Performance between 0.790 and 0.846. These results imply that each indicator accurately measures the desired variable and has a strong relationship to the relevant latent construct. All indicators are qualified for additional study because their loading values are all at least 0.70. In PLS-SEM, outer loading values exceeding 0.70 demonstrate sufficient indicator reliability, as the construct can account for a significant portion of the indicator variance (Hair & Alamer, 2022).

Construct Reliability

This table displays important metrics for assessing the internal consistency of the instrument (reliability) and the average variance explained (AVE).

Tabel 4. Construct Reliability And Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1 DC	0,930	0,933	0,941	0,640
X2 DT	0,937	0,938	0,947	0,667
X3 DI	0,943	0,945	0,952	0,688
Y BP	0,938	0,939	0,947	0,667

Source: SmartPLS 3 Data Processing

All constructs have satisfied the suggested standards for reliability and convergent validity, according to the Construct Reliability and Validity findings. The Composite Reliability values range from 0.941 to 0.952, the rho_A values range from 0.933 to 0.945, and the Cronbach's Alpha values range from 0.930 to 0.943, all of which are higher than the minimum criteria of 0.70. This shows that Business Performance (Y BP), Digital Transformation (X2 DT), Digital Innovation (X3 DI), and Digital Capability (X1 DC) have strong internal consistency and are trustworthy for additional study. Furthermore, each construct is able to explain more than half of the variance of its indicators, as evidenced by the Average Variance Extracted (AVE) values, which range from 0.640 to 0.688 and are all above the suggested criterion of 0.50. Therefore, the measurement model can be considered reliable and valid, and it is appropriate to proceed to structural model testing. In PLS-SEM,

Cronbach's Alpha and Composite Reliability values above 0.70 indicate adequate reliability, while AVE values above 0.50 indicate acceptable convergent validity (Hair & Alamer, 2022).

Discriminant Validity

This table is used to test discriminant validity, which is the extent to which a construct is truly different from other constructs. The Fornell-Larcker method compares the square root of the AVE value (which should be on the diagonal) with the correlation between constructs.

Table 5. Discriminant Validity

	Y BP	X1 DC	X3 DI	X2 DT
Y BP	0,817			
X1 DC	0,655	0,800		
X3 DI	0,658	0,694	0,829	
X2 DT	0,691	0,689	0,699	0,817

Source: SmartPLS 3 Data Processing

All constructions have met the requirements, according to the results of the Discriminant Validity test based on the Fornell-Larcker criterion. Business Performance (Y BP = 0.817), Digital Capability (X1 DC = 0.800), Digital Innovation (X3 DI = 0.829), and Digital Transformation (X2 DT = 0.817) are the diagonal values that exceed the correlation values between each construct and the other constructs. For example, Y BP 0.817 is greater than its associations with X1 DC 0.655, X3 DI 0.658, and X2 DT 0.691. Similarly, X3 DI has a diagonal value of 0.829, which is higher than its correlations with X1 DC (0.694) and X2 DT (0.699). These results imply that each construct in the model evaluates a distinct idea and is empirically distinct. In PLS-SEM, discriminant validity is deemed sufficient when the square root of AVE for each construct surpasses its correlations with other constructs in both the corresponding row and column (Hair & Alamer, 2022).

Internal Model Evaluation (Structural Model)

After the measurement model was declared valid and reliable, the following step involved assessing the structural model to look at the link between latent variables once the measurement model was deemed valid and reliable. Table 5 presents the findings of the hypothesis testing and illustrates how Digital Capability (X1 DC), Digital Transformation (X2 DT), and Digital Innovation (X3 DI) directly affect Business Performance (Y BP). In PLS-SEM, hypothesis testing is commonly assessed through the path coefficient, T-statistic, and P-value, where a relationship is considered significant if the T-statistic is greater than 1.96 and the P-value is below 0.05 at the 5% significance level (Hair et al., 2019).

Table 6. Hypothesis Test Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1 DC -> Y BP	0,242	0,246	0,118	2,040	**0,042**
X2 DT -> Y BP	0,356	0,351	0,126	2,831	**0,005**
X3 DI -> Y BP	0,242	0,249	0,108	2,232	**0,026**

Source: SmartPLS 3 Data Processing

The Influence of Digital Capability on Business Performance

The relationship between Digital Capability and Business Performance produces a positive path coefficient of 0.242, with a T-statistic value of 2.040, which exceeds the threshold of 1.96, and a P value of 0.042, which is below 0.05. This means that the hypothesis stating that Digital Capability influences Business Performance is accepted. These findings indicate that the stronger the digital capability owned by MSME food stalls, such as the ability to use digital tools, manage digital information, and adapt business activities through technology, the higher their business performance.

The Influence of Digital Transformation on Business Performance

The relationship between Digital Transformation and Business Performance produces a positive path coefficient of 0.356, with a T-statistic value of 2.831, which is higher than 1.96, and a P value of 0.005, which is below 0.05. This means that the hypothesis stating that Digital Transformation influences Business Performance is accepted. These results show that digital transformation has the strongest influence among the three independent variables in this study. In the context of MSME food stalls, the use of digital payment systems, online ordering platforms, digital marketing, and technology-based operational processes can improve efficiency, customer reach, and overall business performance.

The Influence of Digital Innovation on Business Performance

The relationship between Digital Innovation and Business Performance produces a positive path coefficient of 0.242, with a T-statistic value of 2.232, which exceeds 1.96, and a P value of 0.026, which is below 0.05. This means that the hypothesis stating that Digital Innovation influences Business Performance is accepted. These findings indicate that MSME food stalls that are able to develop digital-based innovations, such as new digital services, creative online promotions, menu innovation supported by digital feedback, or the use of digital platforms to improve customer interaction, tend to achieve better business performance.

DISCUSSION

The results of this study indicate that Digital Capability has a positive and significant influence on Business Performance among MSME food stalls in South Tangerang City. The path coefficient of 0.242, the T statistic of 2.040, and the P value of 0.042 indicate that the hypothesis is accepted. This finding means that the stronger the ability of MSME food stalls in using digital platforms, online ordering applications, digital payment systems, social media, and customer data, the better their business performance. From these results, digital capability can be understood as an intangible strategic resource that supports operational efficiency, decision-making quality, and competitiveness. This finding is consistent with X. Wang et al. (2022), who found that digital capability has a significant positive impact on company performance, and Bui & Le (2023), who showed that digital capability helps companies improve performance by responding more effectively to digital business challenges.

Digital Transformation was identified as the primary factor impacting Business Performance. The path coefficient of 0.356, the T statistic of 2.831, and the P value of 0.005 demonstrate that Digital Transformation exerts the strongest positive and significant impact in relation to other variables. This suggests that MSMEs operating food stalls can enhance their performance through the adoption and integration of digital technology into various

business processes, including ordering systems, digital payments, delivery platforms, digital marketing, and customer engagement. These findings indicate that business performance enhances when MSMEs can recognize digital opportunities, leverage digital resources, and adapt their operational processes. This result aligns with Masoud & Basahel (2023), who discovered that digital transformation, customer experience, and IT innovation positively affect company performance.

The findings also demonstrate that business performance is positively and significantly impacted by digital innovation. The hypothesis is accepted based on the path coefficient of 0.242, T-statistic of 2.232, and P-value of 0.026. Accordingly, food stall MSMEs who are able to innovate digitally typically have superior business outcomes. In this context, social media-based promotion, online ordering apps, delivery service integration, menu or service innovation based on consumer preferences, and quicker reactions to digital trends are examples of digital innovation. This result bolsters the notion that digital innovation boosts competitiveness, improves market responsiveness, deepens service distinctiveness, and adds value. It is also consistent with Hidayat et al. (2022), who found that quality digital innovation can improve competitive advantage and business performance when company resources are utilized optimally.

While all three variables significantly impact outcomes, Digital Transformation exerts the most substantial effect on Business Performance, suggesting that MSME performance is more heavily influenced by the extent of digital technology utilization in everyday tasks like ordering, payment, marketing, delivery, and customer engagement. This indicates that Digital Capability and Digital Innovation are significant, yet their effects intensify when converted into tangible business process transformation. These results also aid in resolving earlier discrepancies by demonstrating that digital elements can greatly enhance performance when MSMEs satisfy basic digital readiness standards, including utilizing digital technology, implementing at least QRIS, functioning for at least one year, and participating in business decision-making. The model has an R^2 value of 0.564, indicating that it accounts for 56.4% of Business Performance, leaving 43.6% affected by factors not included in the model. Consequently, food stall MSMEs must focus on digital transformation while enhancing digital skills and fostering digital innovation to achieve tangible performance enhancements.

CONCLUSION AND SUGGESTION

The findings of this research indicate that Digital Capability, Digital Transformation, and Digital Innovation positively and significantly impact the Business Performance of food stall MSMEs in South Tangerang City. Digital Capability shows a positive impact with a path coefficient of 0.242 and a P-value of 0.042. Digital Transformation exhibits the most significant effect with a path coefficient of 0.356 and a P-value of 0.005, whereas Digital Innovation demonstrates a positive effect as well with a path coefficient of 0.242 and a P-value of 0.026. These results suggest that food stall MSMEs possessing enhanced digital capabilities, improved digital transformation, and greater digital innovation activity are likely to attain superior business performance. The R^2 value of 0.564 indicates that 56.4% of Business Performance is accounted for by these three digital factors, whereas the other 43.6% is affected by factors not included in the model. These findings align with earlier research indicating that digital capability, digital transformation, and digital innovation can enhance

firm or MSME performance when backed by efficient resource use and integrated business processes.(Hidayat et al., 2022; Masoud & Basahel, 2023; X. Wang et al., 2022).

These results suggest that food stall MSMEs should prioritize digital transformation by including digital technologies, such as online ordering, digital payment, delivery service platforms, digital marketing, and customer relationship management, into their everyday operations. Business actors must also improve their digital capabilities through data management expertise, digital literacy, and technological agility. Additionally, menu or service innovation, social media-based marketing, and quicker customer service should all contribute to the development of digital innovation. In order to obtain more thorough results, it is advised that future research incorporate additional variables like managerial capability, digital literacy, customer loyalty, service quality, competitive advantage, and financial capability. Additionally, the research scope should be expanded to include other MSME sectors and regions.

For future research, it is recommended to expand the research scope to other MSME sectors and different geographical areas so that the findings can provide broader generalization. Future studies may also include additional variables such as managerial capability, financial literacy, customer loyalty, service quality, competitive advantage, digital literacy, or platform dependency to explain the remaining factors affecting Business Performance. In addition, future research can examine mediating or moderating variables, such as digital business transformation, competitive advantage, organizational readiness, or customer experience, to provide a deeper understanding of how digital capability, digital transformation, and digital innovation influence MSME performance. This is relevant because PLS-SEM is widely used to examine complex relationships among latent variables and is appropriate for developing predictive models in business and management research.

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