Available online at: http://publikasi.mercubuana.ac.id/index.php/ijiem

IJIEM (Indonesian Journal of Industrial Engineering & Management)

ISSN (Print) : 2614-7327 ISSN (Online) : 2745-9063

The Influence of Digital Platforms, Organizational Readiness and Innovation Culture on the Performance of MSMEs in the Fisheries and Maritime Sector

Ayu Endah Wahyuni*, Rahaditya Dimas Prihardianto
Fakultas Rekayasa Industri, Universitas Telkom Surabaya, Jl. Ketintang No.156, Kec. Gayungan, Surabaya, Jawa Timur 60231 Indonesia

ARTICLE INFORMATION

Article history:

Received: 24 December 2023
Revised: 22 February 2024
Accepted: 3 March 2024

Category: Research paper

Keywords:
MSME
Digital
Innovation
Performance
Organizational
DOI: 10.22441/ijiem.v5i3.24911

A B S T R A C T

MSME (micro, small and medium enterprises) actors in the fisheries and marine sectors in Indonesia are faced with increasing global competition. Business actors must be able to increase their competence and capacity for empowering technology and innovation. However, limited knowledge of utilizing digital access is a major obstacle, especially for MSME actors in the fisheries and marine sectors. Apart from that, the ability of MSME players to innovate products is still limited. This is proven based on the research innovation index in Indonesia, which has experienced a decline in relation to human resources, research, infrastructure, market updates, and business. A fairly low indicator relates to innovation capacity, which has an impact on an increasingly declining innovation culture. This research aims to analyze the influence of digital platforms, organizational readiness, and innovation culture on the performance of MSMEs in the fisheries and marine sectors in the city of Surabaya. The unit of analysis for this research is 30 MSME actors in the city of Surabaya. This research produced five (five) research hypotheses, which were processed and analyzed using a partial least squares approach. The results of this research show that digital platforms have a significant effect on organizational readiness and innovation culture, as well as innovation performance. Likewise, organizational readiness has a significant influence on innovation performance. However, innovation culture does not show significance for innovation performance.

***Corresponding Author**
Ayu Endah Wahyuni
E-mail: ayu.endah@ittelkom-sby.ac.id

1. INTRODUCTION

In the current digital era, MSMEs (micro, small and medium enterprises) in Indonesia, especially in the maritime and fisheries sectors, are faced with increasing global competition. Maritime and fisheries MSMEs are sectors that greatly contribute to the national economy. Therefore, MSMEs in this sector must be able to increase their competence and capacity to empower technology and innovation (Herustiati, 2020). However, business actors in the fisheries sector, such as fishery product

processing, face obstacles in moving towards digitalization to increase competitive advantage because they are faced with five (five) general problems, namely marketing, capital, human resource competency, limited mastery of technology, and management (Suherman, 2019). Apart from that, there are several other problems, such as financial problems, demand and supply, operational facilities and resources, and a limited ability to use digital platforms (Fachrizah, et al., 2020). Apart from that, the majority of Indonesian people purchase goods via digital platforms because of the efficiency of time and energy, cheaper product prices, and cheaper shipping costs (Tanip, 2023). MSME (micro, small and medium enterprises) players in the fisheries and marine sectors must be able to adapt to digital marketing and sales systems through digital platforms or e-commerce.Likewise, innovation in MSME products in Indonesia is still low. Based on several indicators of human resources, research, infrastructure, market, and business updates, Indonesia has experienced a decline in innovation since 2016 to become 50th in the world (BRIN, 2022). A fairly low indicator relates to innovation capacity, which has an impact on an increasingly declining innovation culture. Several factors cause this, namely the limited quality and quantity of innovators in Indonesia, in addition to the research ecosystem and infrastructure that are less supportive.Then, business actors are not yet able to manage their businesses optimally. This can be demonstrated by the minimal quality of human resources, limitations in understanding MSME business and financial management, limited access to capital, and MSME productivity (Tama, 2018). Therefore, MSME players need to improve and provide better changes to their business management, and the readiness of MSMEs to make better changes to their management is very necessary. Thus, organizational readiness is very necessary as a form of organizational attitude and action by preparing its resources to face change so that it can develop and be managed well.

This research is expected to make a major contribution to the development of MSMEs in the fisheries and marine sectors in Indonesia by predicting the role of digital platforms, organizational readiness, and innovation culture in improving the innovation performance and productivity of MSMEs in the current era of digitalization. Therefore, MSME actors in the fisheries and marine sectors are very much needed to develop their knowledge of using digital technology and insight into product innovation. Thus, this research will collect data on MSMEs, especially in the fisheries and marine sectors in the city of Surabaya, as samples and research analysis units.includes: digital platform, organizational readiness, innovation culture, and innovation. Thus, this research aims to analyze the influence of digital platforms, organizational readiness, and innovation culture on innovation performance in MSMEs in the maritime and fisheries sectors. This research model was adopted from research by Nasir, Jun, and Yousaf (2022) and Khattak, Tabash, Yousaf, and Radulescu (2022).

2. LITERATURE REVIEW

This research involves several research variables seen in Figure 1, including: digital platform, organizational readiness, innovation culture and innovation performance. The digital platform is an important aspect for the sustainability of business organizations in facing environmental and technological challenges (Cenamor, 2019). In addition, a digital platform can be defined as a business model that involves producers and users interacting with each other to create shared value (Still, 2017). Meanwhile, organizational readiness is the level of employee readiness to change for reasonable reasons to achieve organizational goals (Kirrane, 2017). Then, innovation culture is part of the basic values, assumptions, and deep beliefs that an organization shares with its members (Castro, 2013). Meanwhile, innovation performance is an innovative capability that has an impact on an organization's success in producing products and services and facilitating administrative processes in creating value to gain a competitive advantage (Chen, 2009). Then, Innovation performance is an important component of a company's success because it covers several factors including: environmental and social impacts of business processes, fostering employee creativity, and collaborating with customers, supply chain partners, and other commercial partners to design and develop innovative products and

services (Al-Sharif, Ali, Jaharuddin, & Abdulsamad, 2023) (Susanty, 2019).

Meanwhile, this research model was adopted from research (Nasir, Jun, & Yousaf, 2022) and (Khattak & Tabash, 2022). The research (Nasir, Jun, & Yousaf, 2022) aims to investigate how digital platform capabilities, improvisational capabilities, and organizational readiness influence innovation performance in MSMEs. Meanwhile, this research involves several research variables (Nasir, Jun, & Yousaf, 2022), namely the influence of digital platforms on innovation performance. Then, research (Khattak, Tabash, Yousaf, & Radulescu, 2022) aims to investigate digital platforms, frugal innovation, and innovation culture in MSMEs. However, this research only involves several research variables (Khattak, Tabash, Yousaf, & Radulescu, 2022), namely the influence of digital platforms on innovation culture and the influence of innovation culture on innovation performance.

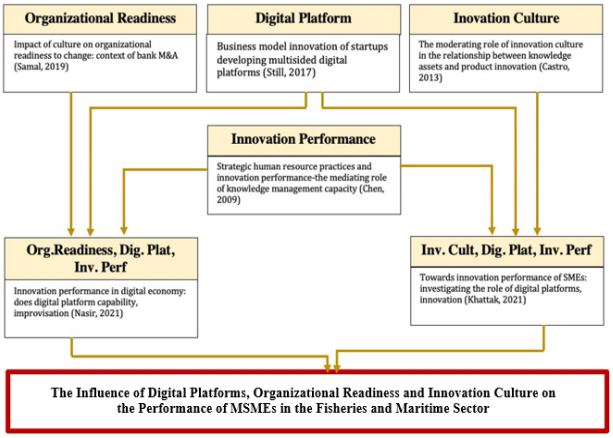

Figure 1. State of the art

Therefore, this research develops a research model from previous research. Figure 2 shows the conceptual model of this research which produces several research hypotheses, which involve several research variables, including: Digital Platform (DP), Organizational Readiness (OR), Innovation Culture (IC) and Innovation Performance (IP).

H 1 : Digital Platform has a significant effect on Innovation Performance in MSMEs in the fisheries and marine sector.

Digital platforms provide a basis for integrating information from various resource parties (Jun, 2021). This helps foster innovative ideas and make changes to the organization's core processes and products (Zeng S. X., 2010). Organizations with organized digital platforms are more likely to produce new ideas, plan and conduct creative activities, and can increase the organization's innovation performance (Jun, 2021). In addition, digital platforms provide SMEs with a channel of resources and technical support compared to large companies, and SMEs have greater strategic flexibility and offer direct and valuable interactions (L. Mei, 2019). This enables small and medium-sized enterprises to take advantage of the architectural and technical characteristics of digital platforms to acquire and integrate critical resources (Jiang, Yang, & Gai, 2023). Thus, this research formulates a hypothesis regarding the significant influence of digital platforms on innovation performance in MSMEs in the fisheries and marine sectors.

H 2 : Digital Platform has a significant effect on Organizational Readiness in MSMEs in the fisheries and marine sector.

Digital platforms represent a company's ability to adapt to new technology by combining internal and external resources to increase organizational readiness for achieving innovation performance (Fairchild, 2016). Organizational readiness has the ability to utilize, achieve, and apply higher competitive advantages through digital platforms by implementing frugal innovation (Sanchez & Zuntini, 2018). Thus, this research formulates a hypothesis regarding the positive influence of digital platforms on organizational readiness in MSMEs in the fisheries and marine sectors.

H 3 : Digital Platform has a significant effect on Innovation Culture in MSMEs in the fisheries and marine sector.

Previous research revealed that digital platforms contribute significantly to the creation of an innovation culture by providing important knowledge and information (Khattak, Tabash, Yousaf, & Radulescu, 2022). Meanwhile, digital platforms enable organizations to obtain valuable knowledge and information from various internal and

external sources (Yunis, 2018). Therefore, organizations that have superior technological resources to communicate with external partners can increase the organization's innovation culture (Fitzgerald, 2014). Thus, this research formulates a hypothesis regarding the positive influence of digital platforms on organizational reading innovation culture in MSMEs in the fisheries and marine sectors.

H 4 : Organizational Readiness has a significant effect on Innovation Performance in MSMEs in the fisheries and marine sector.

There are two main types of organizational readiness, namely psychological readiness and structural readiness (Tsou, 2015). The company's structural readiness is internal, and the ability to accept change and provide a background for adopting the latest technology is the main requirement for improving innovation performance (Forés & Camisón , 2016). Organizational readiness is a key factor in increasing innovation performance. In addition, organizational readiness helps support actual management in achieving goals by utilizing internal and external resources to overcome innovation performance through organizational readiness (Nasir, Jun, & Yousaf, 2022). Thus, this research formulates a hypothesis regarding the positive influence of organizational readiness on innovation performance in MSMEs in the fisheries and marine sectors.

H 5 : Innovation Culture has a significant effect on Innovation Performance in MSMEs in the fisheries and marine sector.

Innovation culture creates an environment where organizational members can explore new possibilities and develop and implement new ways of running the company (Lijauco, 2020). Innovation culture allows companies to explore and use knowledge and information to achieve innovation efficiency and effectiveness, thereby increasing innovation performance (Aksoy H., 2015). Thus, this research formulates a hypothesis regarding the positive influence of innovation culture on innovation performance in MSMEs in the fisheries and marine sectors.

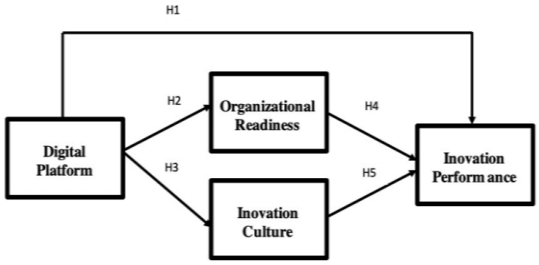

Figure 2. Research conceptual model

3. RESEARCH METHOD

This research went through several stages, namely, the first stage produced a research topic and title that began with identifying problems in the fisheries and marine MSME sectors, thereby producing research objectives and limitations. Second stage: develop a research model, which begins with creating a research state of the art to produce a research hypothesis. Next, the third stage is determining the research sample, namely MSME actors operating in the fisheries and marine sectors of the city of Surabaya.

Purposive sampling technique could be a strategy for deciding tests with certain contemplations based on predetermined criteria (Sugiyono, 2015). The criteria for this inquire about are MSME on-screen characters within the fisheries segment within the city of Surabaya. In the interim, a sensible test estimate in a think about is at least 30 inquire about tests (Roscoe, 1975). Thus, this investigate utilized a test of 30 MSME performing actors within the fisheries division within the city of Surabaya. Then, the process of collecting data on business actors in the fisheries and marine sector was carried out for one month, from November 1 2022 to November 30 2022. through research questionnaires obtained by operationalizing research variables, which include: digital platform, organizational readiness, innovation culture, and innovation performance. Meanwhile, the research questionnaire consists of two parts: the first part includes demographic data (gender, education, and digital platform users), and the second part relates to the research variables to be tested. Then, the questionnaire that has been prepared must go through a validity and reliability testing process, as well as improvements to question items that are still incorrect. Then, each question in the questionnaire was measured

based on a Likert scale with a scale of "1" (strongly disagree) to a scale of "5" (strongly disagree). Next, in the fourth stage, data analysis and processing were carried out using a demographic descriptive statistical approach and the partial least squares approach to produce descriptive data and significance values for the research hypothesis.

Table 1. Measurement model

Construct	Cronbach's Alpha	CR	AVE
Digital Platform (DP)	0.843	0.891	0.676
Innovation Culture (IC)	0.959	0.970	0.890
Innovation Performance (IP)	0.819	0.884	0.663
Organizational Readiness (OR)	0.933	0.953	0.834

4. RESULT AND DISCUSSION

The unit of analysis for this research is MSME actors in the fisheries and marine sector in Surabaya, with a sample size of 30 business actors. As many as 82% of business actors have used digital platforms to market their products. Most of the business actors have completed high school level education, as much as 79%.

Table 2. Demographic profiles and descriptive statistics of respondents

Characteristic	Freq	%
Gender		
Male	13	46
Female	17	54
Education		
High school	22	79
Junior HS	6	21
Bachelor's degree	2	7
Platform Digital		
Never	7	18
Ever	23	82

This research aims to test the variables that have been formed into research hypotheses. Several hypotheses were declared significant based on statistical t values. The results of the hypothesis testing research can be seen in Table 3.

Table 3. Structural model

Path	T Statistics	Comment
DP -> IC	3.562	Significant
DP -> IP	11.365	Significant
DP -> OR	6.605	Significant
IC -> IP	0.139	Not Significant
OR -> IP	2.124	Significant

Analysis of the research model uses a partial least squares approach, with a level of reliability based on the Cronbach alpha coefficient and composite reliability (CR) at the level of 0.70 (Wu, 2015). Additionally, convergent validity is acceptable if the mean-variance extracted (AVE) level and item loadings are 0.50 or higher (J. F. Hair, 1995). Then, in the accepted hypothesis test, it shows significance = 5% and shows a statistical value greater than 2.0. In Table 1, it can be seen that this research variable produces a CR composite reliability value greater than 0.70 and a Cronbach alpha greater than 0.70. This explains why the reliability of the construction model of this research is acceptable. In addition, the AVE value for the construct is greater than 0.50, meaning that the question item can be declared valid.

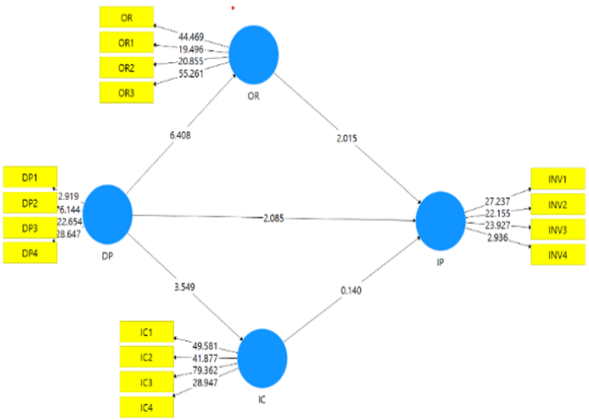

Figure 3. Standardized path coefficients

H 1 : Digital Platform has a significant effect on Innovation Performance in MSMEs in the fisheries and marine sector.

The results of Hypothesis 1 show that digital platforms have a significant effect on innovation performance with a significance value on the t-statistic of 11.365. Previous research has shown a significant relationship between digital platforms and Innovation Performance (Jiang et al., 2023). To achieve transformative digital economic performance, all types of businesses need alternative dynamic capabilities, the most important of which is digital platforms (Cenamor, 2019); (Nasir, Jun, & Yousaf, 2022). Meanwhile, in this research, the role of digital platforms in

exchanging information between customers and providing connections to business partners will have an impact on the innovation performance of MSMEs, including the ease of expanding the range of products and services, optimizing the development of new products or services, and cost efficiency in product development. or new services.

H 2 : Digital Platform has a significant effect on Organizational Readiness in MSMEs in the fisheries and marine sector.

The results of Hypothesis 2 show that digital platforms have a significant effect on organizational readiness, with a significance value in the t-statistic of 6.605. Digital platforms enable companies to adapt digital-based innovations to digital technology and ICT systems, thus providing space for organizational readiness (Cenamor, 2019). In addition, in this research, the existence of a digital platform can have an impact on the organization's willingness to try new ideas, concerns about new changes, and the ability of organizational members to quickly adapt to program changes.

H 3 : Digital Platform has a significant effect on Innovation Culture in MSMEs in the fisheries and marine sector.

The results of Hypothesis 3 show that digital platforms have a significant effect on innovation culture, with a significance value on the t-statistic of 3.562. Previous research proposed a direct impact of digital platforms on innovation culture. This shows that digital platforms provide infrastructure that supports innovation activities at an organizational level, which contributes to helping improve innovation culture. In addition, digital platforms provide a basic foundation for the development of a culture that supports innovation activities (Fitzgerald, 2014). Thus, digital platforms play an important role in forming an innovation culture. In this research, the role of digital platforms in providing connections and exchanging information with partners has a quite positive influence on supporting a culture of respect for creativity and innovation, as well as sharing knowledge with MSMEs.

H 4 : Organizational Readiness has a significant effect on Innovation Performance in MSMEs in the fisheries and marine sector.

The results of Hypothesis 4 show that organizational readiness has a significant effect on innovation performance, with a significance value on the t-statistic of 2.124. Previous research confirms that organizational readiness represents the tendency to adapt to new technology and improve organizational performance (Yudina, 2019). This organizational readiness allows companies to quickly adapt, store, formalize, and share information to meet innovation performance goals (Ojala, 2018). In addition, higher-level organizations make it possible to achieve optimal innovation performance (Binsaeed & Grigorescu, 2023). The role of organizational readiness in adapting to new changes in using digital technology will have an impact on the ability to expand the range of products and services, as well as product development, which is implied in innovation performance.

H 5 : Innovation Culture has a significant effect on Innovation Performance in MSMEs in the fisheries and marine sector.

The results of Hypothesis 5 show that innovation culture has no significant effect with a t-statistic of 0.139, meaning that the results of Hypothesis 4 are rejected because it produces a significance value smaller than 2. However, previous research shows that organizations with an innovation culture in the workplace are more likely to continue implementing innovation activities and improve their innovation performance (Aksoy, 2017) (Khattak, Tabash, Yousaf, & Radulescu, 2022). However, this research shows that innovation culture does not show any influence on innovation performance. This is due to organizational culture factors in MSMEs in the fisheries and marine sectors related to innovation and creativity, which are still limited, and awareness of sharing knowledge is still low. This has an impact on organizational innovation performance for MSMEs in the fisheries and marine sectors. However, this research shows that innovation culture has no effect on innovation performance. This is caused by the

organizational culture of MSMEs in the fisheries and marine sectors, which is related to innovation and creativity but is still limited, and awareness of sharing knowledge is still low. This has implications for the innovation performance of MSME organizations in the fisheries and marine sectors.

5. CONCLUSION

The results of this research conclude that digital platforms have a significant influence on innovation culture and innovation performance, as well as organizational readiness. Then, Organizational readiness produces a significant influence on innovation performance. However, innovation culture shows an insignificant influence on innovation performance among MSMEs in the fisheries and maritime sectors. Therefore, the role of digital platforms is very necessary for MSME players, because they can increase innovation performance through expanding the range of services and creating innovative products. Besides that, digital platforms have a significant influence on organizational readiness. The role of digital platforms in organizational readiness, including the readiness to accept new ideas and new changes, has a significant influence on MSMEs in the fisheries and marine sectors. After that, digital platforms showed a significant influence on innovation culture. The role of digital platforms in innovation culture in appreciating creativity and innovation and encouraging employees to share knowledge has resulted in a significant impact on MSMEs in the fisheries and marine sectors. Apart from that, organizational readiness has a significant influence on innovation performance. Organizational readiness factors such as readiness and adapting quickly to new changes have had a quite good impact on innovation performance in MSMEs in the fisheries and marine sectors. However. Innovation culture does not show a significant influence on innovation performance. This is due to limited knowledge regarding innovation culture, such as how to gain knowledge and improve one's own performance, as well as working in teams.

ACKNOWLEDGEMENT

The author would like to thank the Telkom Institute of Technology Surabaya for its support through the LPPM ITTS unit with a Basic Research Grant for Fiscal Year 2022 with Contract Number: 373/PNLT1/LPPM/II/2022.

REFERENCES

Aksoy. (2017). How do innovation culture, marketing innovation and product innovation affect the market performance of small and medium-sized enterprises (SMEs). *Technology in Society, 51*, 133-141. https://doi.org/10.1016/j.techsoc.2017.08.005

Al-Sharif, A. M., Ali, H. M., Jaharuddin, S. N., & Abdulsamad, A. (2023). The Role of InnovThe Role of Innovation Capability in the Relationship between Entrepreneurial Leadership and Innovation Performance in the SMEs Service Industry. *Advances in Social Sciences Research Journal*, 10(1). https://doi.org/10.14738/assrj.101.13802

Binsaeed, R., & Grigorescu, A. (2023). Leading Role of Big Data Analytic Capability in Innovation Performance: Role of Organizational Readiness and Digital Orientation. *MDPI*, 284. https://doi.org/10.3390/systems11060284

BRIN. (2022, 01 26). Retrieved from inet.detik.com: https://inet.detik.com/science/d-5915595/indeks-riset-inovasi-indonesia-merosot- kenapa

Castro, M. D.-V. (2013). The moderating role of innovation culture in the relationship between knowledge assets and product innovation. *Technological Forecasting and Social Change*, 80(2), 351-363. https://doi.org/10.1016/j.techfore.2012.08.012

Cenamor, J. P. (2019). How entrepreneurial SMEs compete through digital platforms: the roles of digital platform capability, network capability and ambidexterity. *Journal of Business Research, 100*, 96-206.

https://doi.org/10.1016/j.jbusres.2019.03.035

Chen, C. A. (2009). Strategic human resource practices and innovation performance-the mediating role of knowledge management capacity. *Journal of Business Research, 62(1)*, 104-114. https://doi.org/10.1016/j.jbusres.2007.11.016

Fachrizah, H., Rezki, J. F., Revindo, M. D., Daniswara, V. R., Pathonangi, R., & Machmud, Z. T. (2020). *Laporan Analisis kebijakan Penanggulangan Dampak Covid-19 Bagi Usaha Mikro, Kecil, dan Menengah (UMKM)*. Jakarta Pusat: Kolaborasi Masyarakat dan Pelayanan untuk Kesejahteraan (KOMPAK).

Fairchild, A. A. (2012). EORTC Radiation Oncology Group quality assurance platform: establishment of a digital central review facility. *Radiotherapy and Oncology*, 103(3), 279-286. https://doi.org/10.1016/j.radonc.2012.04.015

Fitzgerald, M. K. (2014). Embracing digital technology: a new strategic imperative. *MIT Sloan Management Review, 55(2)*, 1-11.

Forés, B., & Camisón , C. (2016). Does incremental and radical innovation performance depend on different types of knowledge accumulation capabilities and organizational size? *Journal of Business Research, 69(2)*, 831-848. https://doi.org/10.1016/j.jbusres.2015.07.006

Hair, J. F. (1995). *Multivariate Data Analysis with Readings.* Canada: Prentice Hall.

Herustiati. (2020, 03 05). *Manfaatkan Platform Digital, UMKM Bisa Jangkau Pasar Global*. https://money.kompas.com/read/2020/03/05/223341326/manfaatkan.

Jiang, H., Yang, J., & Gai, J. (2023). How digital platform capability affects the innovation performance of SMEs—Evidence from China. *Technology in Society*, https://doi.org/10.1016/j.techsoc.2022.102187.

Jun, W. N. (2021). Innovation performance in digital economy: does digital platform capability, improvisation capability and organizational readiness really matter? *European Journal of Innovation Management, Vol. ahead-of-print No. ahead-of-print*. https://doi.org/10.1108/EJIM-10-2020-0422

Khattak, A., & Tabash, M. (2022). Towards innovation performance of SMEs: investigating the role of digital platforms, innovation culture and frugal innovation in emerging economies. *Journal of Entrepreneurship in Emerging Economies*, 796-811. https://doi.org/10.1108/JEEE-08-2021-0318

Kirrane, M. L. (2017). Linking perceived management support with employees' readiness for change: the mediating role of psychological capital. *Journal of Change Management*, 17(1), 47-66. https://doi.org/10.1080/14697017.2016.1214615

L. Mei, T. Z. (2019). Exploring the effects of inter–firm linkages on SMEs open innovation from an ecosystem perspective: an empirical study of Chinese manufacturing SMEs. *Technol. Forecast. Soc.*, 118–128, https://doi.org/10.1016/j.techfore.2019.04.010.

Lijauco, F. G. (2020). Impacts of culture on innovation propensity in small to medium enterprises in construction. *Engineering and Management, 146(3)*. https://doi.org/10.1061/(ASCE)CO.1943-7862.0001753

Nasir, M. H., Jun , W., & Yousaf, Z. (2022). Innovation performance in digital economy: does digital platform capability, improvisation capability and organizational readiness really matter? *European Journal of Innovation Management*, 1309-1327. https://doi.org/10.1108/EJIM-10-2020-0422

Ojala, A. E. (2018). Extending the international new venture phenomenon to digital platform providers: a longitudinal case study. *Journal of World Business, 53(5)*, 725-739. https://doi.org/10.1061/(ASCE)CO.1943-7862.0001753

Roscoe, J. T. (1975). *Fundamental research statistics for the behavioral sciences (Second ed.)*. New York: Holt Rinehart and Winston.

Sanchez, M., & Zuntini, J. (2018). Organizational readiness for the digital transformation: A case study research. *Revisita Gestão Tecnol., 18*, 70–99. https://doi.org/10.20397/2177-6652/2018.v18i2.1316

Still, K. S. (2017). Business Model innovation of startups developing multisided digital platforms. *IEEE 19th Conference on Business.* https://doi.org/10.1109/CBI.2017.86

Sugiyono. (2015). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D.* Bandung : ALFABETA.

Suherman , A. (2019, 09 12). *Pemerintah Dorong Digitalisasi UMKM Kelautan dan Perikanan*. Retrieved from https://www.kominfo.go.id/content/detail/21471/pemerintah-dorong-digitalisasi-umkm-kelautan-dan-perikanan/0/berita

Susanty, A. Y. (2019). Knowledge management practices and innovation. *Journal of Science and Technology Policy Management*, 301-318. https://doi.org/10.1108/jstpm-03-2018-0030

Tanip, I. (2023, 07). *Digital Economy*. Retrieved from https://wartaekonomi.co.id/read512325/era-digital-platform-e-commerce-makin-diandalkan-masyarakat-untuk-berbelanja

Tsou, H. A. (2015). Performance effects of technology–organization–environment openness, service co-production, and digital-resource readiness: the case of the IT industry. *International Journal of Information Management, 35(1)*, 1-14. https://doi.org/10.1016/j.ijinfomgt.2014.09.001

Wu, M. C. (2015). Revisiting Perceived Risk in the Context of Online Shopping: An Alternative Perspective of Decision-Making Styles. *Psychol. Mark, 29(5*), 378–400. https://doi.org/10.1002/mar.20528

Yudina, T. a. (2019). Features of digital platforms functioning in information-digital economy. *IOP Conference Series: Materials Science and Engineering, 497(1)*, (IOP Publishing) 012104. https://doi.org/10.1088/1757899X/497/1/012104

Yunis, M. T. (2018). The role of ICT and innovation in enhancing organizational performance: the catalysing effect of corporate entrepreneurship. *Journal of Business Research, 88*, 344-356. https://doi.org/10.1016/j.jbusres.2017.12.030

Zeng, S. X. (2010). Relationship between cooperation networks and innovation performance of SMEs. *Technovation, 30(3*), 181-194. https://doi.org/10.1016/j.technovation.2009.08.003