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# **Performance recovery of creative sector industries: Strengthening management literacy and digital business innovation**

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## **Abstract**

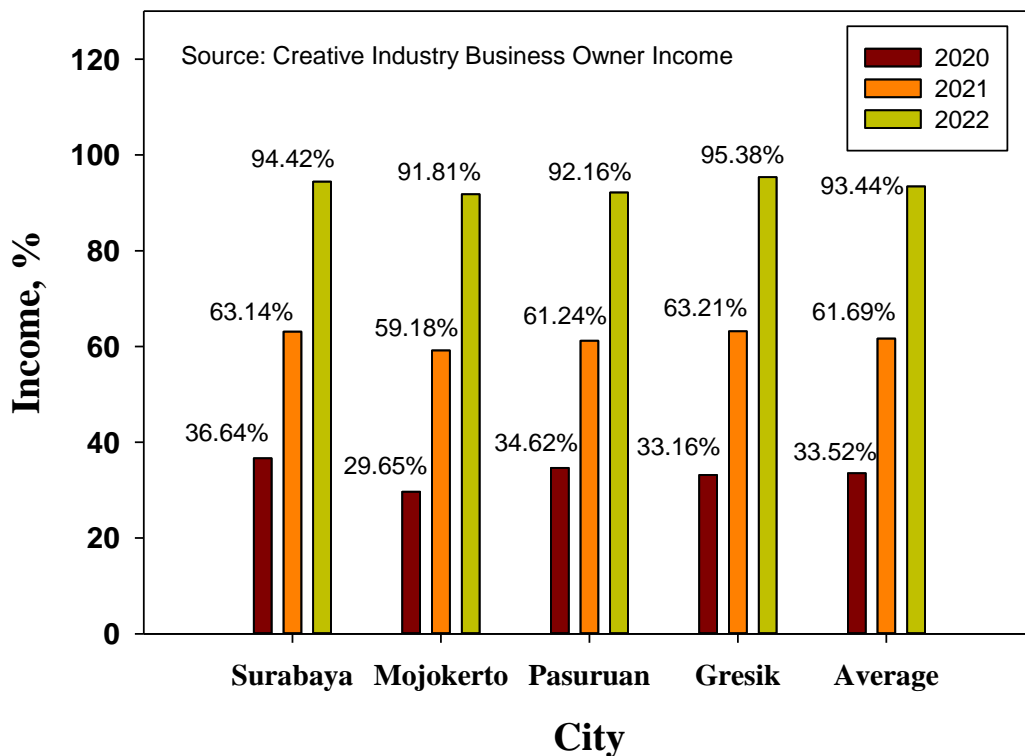
This study examined the effect of strengthening management literacy on digital business innovation and accelerating performance recovery and examined the effect of digital business innovation on accelerating performance recovery. This study is explanative/associative research accompanied by hypothesis testing. The unit of analysis in this study was creative industry entrepreneurs, with a total population of 354. The sample size in this study was 194. Purposive sampling was used to take sample members from the population and respondents, while the respondents who filled out completely and returned were 189 (97.42%). Path analysis results show that strengthening management literacy directly and significantly influences digital business innovation and accelerates performance recovery; digital business innovation directly and significantly influences the acceleration of performance recovery in the creative industry sector. The findings of this study indicate that strengthening management literacy which is carried out in a structured and massive manner, will encourage innovative behavior in implementing digital business. Digital business innovation will spur business activities to become more effective because they are not limited by space and time, accelerating the recovery of creative industry performance for the better.

***Keywords:*** *literacy; management; business; digital; performance.*

## **Introduction**

The business environment is one factor that can influence a business's success or failure; therefore, any change can disrupt its performance (Battistella et al., 2020; Cantonnet et al., 2019). Performance is the result of implementing the management process carried out by all organizational units using its resources for a specific time. (Sawaeen & Ali, 2020). While performance measurement can be formulated according to the targets each organizational unit sets. During the Covid-19 pandemic, the orientation of performance measurement must be evaluated for indicators relevant to changing environmental conditions so that the performance recovery strategy runs focused and fast (Trianni et al., 2019). The performance of the creative industry sector decreased in 2020, then slowed down in early 2021 until the first semester of 2022. However, its performance during the Covid-19 pandemic was still lower compared to the performance in 2019; this was caused by management's failure to adapt to changes that took place very quickly and failure to find a quick and precise solution (Cantonnet et al., 2019). Changes can occur unexpectedly (Choi et al., 2019), and management should have a strong sensitivity to adapt to changes through creative and innovative behavior in utilizing digital technology platforms (Domi et al., 2019). Environmental changes can affect the management process in managing their business, along with the time process and business learning will undoubtedly affect how to adapt to change (Chang and Cheng, 2019) so that the acceleration of performance recovery will go hand in hand with the policy directions made by management (Fitriati et al., 2020). The availability of technology platforms and social media that can be accessed openly by the public also influences people's behavior in utilizing the value of information. This information is used to strengthen management literacy and encourage digital business innovation (Okundaye et al., 2019) to improve management and business services which are fast, easy, and flexible according to the needs of the community without being

limited by the dimensions of time and place ( Hassan and Raziq, 2019). The slowdown in business performance growth in the creative industry sector during the 2020-2022 Covid-19 pandemic is an urgent problem that must be immediately looked for a solution so that performance recovery can occur quickly. Revenue from the creative industry sector during the COVID-19 pandemic can be presented in Figure 1.



**Figure 1.** Average Creative Industry Business Income

Figure 1 shows observations on the average income of 74 creative industry owners in four cities/regencies using 2019 as the base year (conditions before the Covid-19 pandemic). The average income for the creative industry sector in 2020 was 33.52% compared to the average income in 2019 (a decrease of 66.48%). Whereas for 2021, it was 61.69% compared to the average income in 2019 (decreased by 38.31%). In 2022, which has entered the new normal life era, the average income is 93.44% compared to the average income in 2019 (decreased by 6.56%). Performance growth during 2020-2022 shows negative growth compared to

performance achievements in 2019 before the covid-19 pandemic. This data shows that strengthening management literacy and digital business innovation is urgently needed to encourage management to be wiser in utilizing information technology platforms and social media to support a creative and innovative culture in managing the business. This phenomenon indicates that strengthening management literacy and digital business innovation, which is carried out systematically and structured, is expected to accelerate the recovery of organizational unit performance. Strengthening management literacy and digital business innovation oriented towards improving management and business management can accelerate the recovery of the performance of the creative industry sector for the better (Okundaye et al., 2019). The results of research related to the performance of the small-micro sector and the creative industry sector during the Covid-19 pandemic by several researchers showed different results from one another; this was due to the use of different concepts in explaining this performance (Choi et al., 2019; Lin & Ho, 2019; Okundaye et al., 2019; Falahat et al., Ramayah et al., 2020; Verdolini et al., 2018).

Management literacy is a person's effort to increase knowledge, including ownership of management skills and techniques used to manage their business better through the ability to access information from social media and other digital platforms (Okundaye et al., 2019). Strengthening management literacy that is carried out in a structured manner will certainly improve management abilities for a person. On the contrary, weak management literacy will certainly hinder a person's ability to have management knowledge that can be used to manage his business for the better. (Sawaeen and Ali, 2020) . At the beginning of the Covid 19 pandemic, creative industry players felt that their ability to adapt to environmental changes was still fragile; this was reflected in their businesses have to close their operations for a certain period. Business learning over a specific time has encouraged business actors to improve their management skills independently through active literacy. They utilized social media and other

digital platforms that can be accessed openly (Nofiarli, 2018; Rauch et al., 2017). Strengthening management literacy has changed their perspective that digital-based business is the right solution to eliminate the isolation of business deadlocks (Lin and Ho, 2019 ). The year 2022 is the beginning of the rise of the creative industry sector, starting with organizing and improving its business management with accurate literacy guidance so that its business management can adapt to the new era.

In the new normal life, businesses are starting to grow, although slowly, their performance growth is improving compared to 2020. However, they did not match their performance in 2019 (Sawaeen and Ali, 2020). Strengthening management literacy is expected to be able to open barriers that have closed steps and business spaces that have been deadlocked since the Covid-19 pandemic occurred. ( Hassan and Raziq, 2019). Access to extensive information also accelerates the community to increase their ability to various literacy, including management, financial, and digital. So that management and business processes grow massively and the quality of business services and products becomes fast, effective, and efficient (Choi et al., 2019 ).

The era of digital business is a necessity where a business person must be open-minded and willing to accept the fact that business has experienced changes in space and dimensions; new instruments demand services that are fast, easy, and flexible according to the wishes of the community (Foghani et al., 2017). The digital business provides a vast open space for business people to imagine and innovate about services and products so that quality is the keyword for businesses to create added value, satisfaction, and loyalty for their consumers (Falahat et al., 2020; Verdolini et al., 2018). The Covid-19 pandemic has changed the gloomy face of the creative industry business in East Java, but on the other hand, it has also provided positive reinforcement in accelerating changes in behavior and people's perspectives on business (Maulana and Irwan, 2019). Entering a digital business requires adequate

psychological readiness, especially for business people still stuttering with information technology and still remembered by the community (Sawaeon and Ali, 2020). Digital business innovation provides an opportunity to optimize the role of information technology in enhancing the ability to build a creative and innovative culture for all of its business processes in order to guarantee the quality of services and products to create advantages that can be gifted to its consumers, beyond what is provided by its competitors (Hassan and Raziq, 2019). Strengthening management literacy and digital business innovation is a relevant phenomenon to explain how management literacy can encourage digital businesses to be wider open and to innovate in a structured manner to accelerate the recovery of better business performance (Wahyuni and Sara, 2020). Strengthening management literacy is expected to be able to increase the owner's ability to manage digital-based businesses through the development of a creative and innovative culture in creating added value service and product quality amid efforts to accelerate the recovery of the performance of the creative industry sector for the better when entering the new normal life era in business. The purpose of this study is to empirically prove the effect of: 1) strengthening management literacy on digital business innovation, 2) strengthening management literacy on accelerating performance recovery, 3) digital business innovation on accelerating performance recovery. Therefore, this research is expected to be able to explain that strengthening management literacy and digital business innovation, to create space for creativity in managing business for business actors in the creative industry sector and is able to improve the quality of services and better products. To accelerate the recovery of the performance of the creative industry sector, the business owners should be more progressive.

## **Literature studies**

### ***Strengthening Literacy Management***

Strengthening literacy management is a structured and actual effort to increase



knowledge through access to technology platforms, information, social media, and other virtual media. (Klimczak et al., 2017). So that there is an accumulation of practical, technical, and conceptual skills to manage the business better (Ahmadi and Mohd. Osman, 2018). Literacy strengthening can be carried out by a person or business person who wants to overcome challenges that may occur, or hinder the desired goals, by opening consulting rooms and seeking the latest information through mainstream and non-mainstream media, thus providing additional managerial knowledge and skills ( Hassan and Raziq, 2019). Environmental changes often make business conditions uncertain. This is because the management is no longer attuned to the new situation; therefore, an accurate and responsive effort is needed to mark changes that can enhance new knowledge (Falahat et al., 2020 ). So strengthening literacy can increase management's responsiveness to new environments (Djou and Lukiasuti, 2021). Responsiveness in interpreting digital media and actively using it, as well as a solid commitment to the role of digital media, is a real effort to realize more robust literacy management, resulting in the transformation of management's valuable knowledge for managing digital business to become innovative. (Hervas -Oliver et al., 2020; Falahat et al., 2020 ).

Strengthening literacy management needs to change a person's or business's attitude and behavior in responding to developments in the digitalization era (Rauch et al., 2017; Sitepu, 2019). People and business activities will be determined by their ability to utilize information technology to support lifestyle fulfillment or manage a business (Tseng et al., 2017). Several business actors often come into contact with information-gathering activities, open discussion spaces, and commitment to digital media. Readiness to accept change is an attitude and behavior that can improve management literacy skills and encourage the creation of cultural innovations in managing digital-based businesses (Fitriati et al., 2020). Strengthening literacy management must be carried out in a structured and sustainable manner so that the knowledge

transfer process can meet the needs and management can adapt to the new environment (Tseng et al., 2017). Creative and innovative behavior can improve the community's service quality, making it easier, faster, and more flexible. In turn, it can accelerate the recovery of better performance (Vásquez et al., 2019). Several indicators used to explain the variable concept of strengthening management literacy have been revealed in research conducted by several researchers (Fitriati et al., 2020; Hervas-Oliver et al., 2020; Hassan and Raziq, 2019; Falahat et al., 2020). These indicators include: searching for new information, being active with digital media, opening up space for discussion, commitment to change, optimizing the role of digital, and being fast in decision-making. Those studies also reveal that management literacy, which is carried out systematically and continuously, can encourage the implementation of innovative digital business to improve service quality for the better so that it can accelerate performance recovery, even though there are some differences in measuring the indicators. Based on those empirical studies, the following hypothesis can be put forward:

Hypothesis 1 (H<sub>1</sub>). Strengthening literacy management affects digital business innovation in the creative industry sector significantly.

Hypothesis 2 (H<sub>2</sub>). Strengthening management literacy has a significant effect on accelerating the recovery of the performance of the creative industry sector

### ***Digital Business Innovation***

Digital business innovation is a planned and conscious activity to carry out actions that can increase added value in managing a digital-based business so that the business it manages is always able to create change.(Lucky and Irwan, 2019). Digital business is developed by utilizing digital technology platforms, web applications, or other virtual media that can be selected according to business needs (Mulolli et al., 2017). Digital business has a very open, transparent, easy, fast, and flexible space because digital platforms can frame public spaces

that are not limited by space and time (Okundaye et al., 2019). Individuals or corporations often innovate by utilizing technology issues, management development, and technology-based processes. Technology-based innovation can produce higher quality products, lower costs, faster processes, and produce results with a better set of value added to leverage organizational performance for the better (Prashar, 2019). An attitude of caring about digital issues, exploring digital-based ideas, and providing funds for technology development are behaviors that can support the creation of a creative culture within a community or organization to generate big ideas to develop effective and efficient business processes (Falahat et al., 2020; Hassan and Raziq, 2019).

Creative culture and innovative behavior are a form of civilizational investment in an organization (Mohamad Radzi et al., 2017). These characteristics can become strategic resources to build competitive advantage for corporates; therefore, these cultural values must be maintained and developed continuously to create a sustainable competitive advantage (SCA) for the organization (Dolz et al., 2019). Businesses in the digital era always demand innovative services and products for their users (Dunets et al., 2018). The sophistication of social media can provide information, friendship communities, and communication through virtual networks and content that can be accessed flexibly, quickly, easily, and cheaply without being separated by space and time dimensions (Goerzig and Bauernhansl, 2018; Sanchez Badini et al., 2018). Changes in people's lifestyles also accelerate the process of cultural transformation, which demands practical and fast services as displayed through virtual information and content on social media (Henriques and Catarino, 2016). The application of digital business must be supported by the ability of a person or corporate to always behave creatively and innovatively in meeting the expectations, desires, and needs of their consumers (Krishnan and Scullion, 2017; Verdolini et al., 2018). Several indicators used to explain the variable concept of digital business innovation have been disclosed in studies conducted by some authors (Okundaye et

al., 2019; Prasha, 2019; Dunets et al., 2018; Mohamad Radzi et al., 2017) which include: being responsive to digital issues, utilizing digital market issues, developing digital management, digital-based business processes, developing digital ideas and allocating digital development funds. This research also reveals that innovation during massive digital business management can drive business processes in improving the quality of services and products for consumers so that the added *value* created can accelerate the recovery of better performance even though there are changes in the use of indicators. Based on those empirical studies, the hypothesis can be put forward as follows:

Hypothesis 3 (H<sub>3</sub>). Digital business innovation has a significant effect on accelerating the recovery of the creative industry sector's performance

### ***Performance Recovery Acceleration***

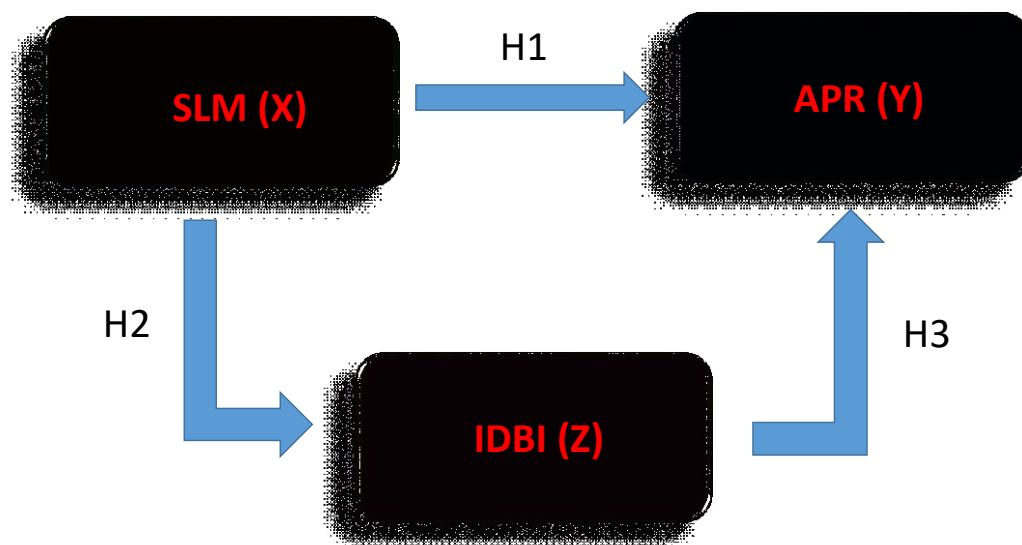
Accelerating performance recovery is a strategic and measurable step to optimize ownership of economic resources and manage them through the utilization of conceptual resources (Ndiaye et al., 2018). This strategy must be carried out to accelerate the recovery of organizational performance faster after experiencing a decline in performance during extreme changes in the business environment (Linder, 2019). Several phases of action must be carried out through a comprehensive evaluation of why performance is declining, how to map environmental problems that occur, how to design practical strategic actions, how to implement them measurably, and carry out ongoing monitoring and evaluation (Janasová et al., 2017). Recovery of organizational performance must be carried out through an acceleration strategy by implementing a measurable system (Prima and Ute, 2018) because the downturn that occurred was very extreme, and business activities that disrupted performance had to be restored immediately to conditions before the pandemic hurricane (Felício et al., 2019). Deterioration in performance causes the organization's service cycle to become hampered

(Staniec et al., 2017), where gains in revenue, profit, and acquisition of sales orders must accelerate the cycle so that services to consumers typically run again (Cantonnet et al., 2019; Sawaeen and Ali, 2020). Being active in the use of digital media and trying to maximize the role of digital will undoubtedly open up a more expansive space for access to information (Goerzig and Bauernhansl, 2018), so that management literacy becomes better, where literacy regularity contributes to management development and influences performance recovery. better (Choi et al., 2019; Wahyuni and Sara, 2020).

Creative culture and innovative behavior contribute to accelerating service cycle improvements in business activities (Klimczak et al., 2017), so that access to economic resources becomes wider, business management becomes more effective and business process costs become more efficient. Digital business needs innovation support in all aspects of organizational functions (Yoshino and Taghizadeh-Hesary, 2019), so that business processes can produce superior value that exceeds what is offered by its competitors, so that performance results become better and can recover quickly like performance achievements before the crisis occurred (Falahat et al., 2020; Trianni et al., 2019). Several indicators used to explain the variable concept of accelerating performance recovery have been disclosed in the research results (Trianni et al., 2019; Wahyuni and Sara, 2020; Sawaeen and Ali, 2020; Choi et al., 2019); which includes: spurring revenue, spurring profits, spurring the acquisition of sales orders, spurring business services, spurring access to resources, spurring business effectiveness and cost efficiency. In this study also illustrates that the acceleration of performance recovery will be realized well when a person or corporate has a strong commitment to building management literacy on a massive scale and is able to build a creative culture and innovative behavior in managing a business which consists of all aspects of its activities, so as to improve quality services and products to consumers are getting better even though there are differences in the use of indicators.

### ***Framework Conceptual***

The framework conceptual of this study is depicted in Figure 2. SML is strengthening management literacy (independent variable); DBI is digital business innovation (intervening variable); APR is accelerated performance recovery (dependent variable).



**Figure 2:** Framework conceptual

### **Methodology**

#### ***Population and Sample***

The population in this study are creative industry business actors domiciled in East Java creative industry centers (Surabaya, Mojokerto, Pasuruan, Gresik) with a total of 354 creative industry business actors. The unit of analysis is the management of creative industry players, a sample of 194 respondents (54.8%) spread across four cities and regencies based on the purposive sampling method with specific criteria. The activities of the creative industry sector

include the manufacture of wallets, leather bags, suitcases, shoes, handicrafts, headscarves, Muslim clothing, accessories, wedding gifts, and various other creative industries.

### ***Sampling technique***

The sampling technique in this study used purposive sampling with the criteria that creative industry players are at least active from the beginning of 2019 until December 2022, have implemented a digital platform in managing their business, the domicile of the business is in the creative industry center area, the business manager is also the owner. Based on these criteria, 194 creative industry players were obtained as samples and respondents. The questionnaires were distributed and filled in directly by creative industry players who are members of the creative industry center business group with a one-month filling period (January 5, 2023 - February 5, 2023).

### ***Variable Measurement***

**Strengthening management literacy** is a strategic step that is carried out systematically and continuously to acquire new knowledge and encourage the application of innovative digital businesses in order to improve the quality of products and services ( Fitriati et al., 2020; Hervas-Oliver et al., 2020; Hassan and Raziq, 2019; Falahat et al., 2020). The variables in this study are measured based on six indicators which include: a) seeking new information, b) being active with digital media, c) opening space for discussion, d) commitment to change, e) optimizing the role of digital and f) fast in decision making.

**Digital business innovation is** a behavior reflected by business owners in the creative industry sector to make changes in managing their business through the massive use of information technology-based platforms to encourage higher quality business processes in providing services and products to consumers ( Okundaye et al., 2019; Goerzig and Bauernhansl, 2018; Sanchez Badini et al., 2018; Krishnan and Scullion, 2017; Verdolini et al.,

2018). The variables in this study were measured based on six indicators, namely: a) responsiveness to digital issues, b) utilizing digital market issues, c) developing digital management, d) digital-based processes, e) developing digital ideas, and f) digital development fund allocation.

**Accelerated performance recovery** is a structured and massive effort by creative industry business *owners* with a solid commitment to developing management literacy and being able to use it and to build a creative culture and innovative behavior in managing their business with the best quality service and products beyond what is offered by competitors so that they can leverage performance growth ( Trianni et al., 2019; Wahyuni and Sara, 2020; Sawaeen and Ali, 2020; Choi et al., 2019). The variables in this study were measured based on six indicators which include: a) spurring revenue, b) spurring profit, c) spurring the acquisition of sales orders, d) spurring business services, e) spurring access to resources, f) spurring business effectiveness and cost efficiency.

### ***Data source***

The data source in this study comes from primary data sources, namely the type of data obtained through a questionnaire instrument filled in directly by the creative industry business owner who is included in the criteria as a respondent. The measurement scale in this study uses a Likert scale with five intervals: 1 (strongly disagree/appropriate), 2 (disagree/appropriate), 3 (quite agree/appropriate), 4 (agree/agree), and 5 (strongly agree/agree). The measurement results are called interval data. Testing The reliability coefficient used Pearson's product-moment correlation coefficient, while the reliability coefficient used Cronbach's alpha. The instrument is declared valid if the value of the coefficient of correlated item-total correlation is positive  $\geq 0.30$ , while the instrument is declared reliable if Cronbach's alpha value is  $\geq 0.6$ .



### ***Data analysis***

Data analysis in this study used path analysis, which was performed using standardized regression data processed through the Statistical Product and Service Solutions (SPSS) Version 23 software. Meanwhile, the model in this study can be expressed by mathematical equations as follows:

$$Z_{IBD} = P_1 Z_{PLM} + \varepsilon_1 \quad (1)$$

$$Z_{PPK} = P_2 Z_{PLM} + P_3 Z_{IBD} + \varepsilon_2 \quad (2)$$

Information:

PLM: Strengthening Management Literacy

IBD: Digital Business Innovation

PPK: Accelerated Performance Recovery

$P_1, P_2, P_3$ : Coefficient of Direct Influence

$\varepsilon_1, \varepsilon_2$  : *Standard error*

## **RESULTS AND DISCUSSION**

### ***Description of Research Results***

In this study, 194 instruments were sent directly to respondents according to the number of samples with a filling period of one month (January 5, 2023 - February 5, 2023). Through the data collection process, 189 (97.42%) responded to the questionnaire data, which consisted of 44 respondents (97.78%) in Surabaya, 45 in Mojokerto (97.33%), 48 in Pasuruan (97.96%) and the city of Gresik 52 (96.29%). The results of the r-count validity test for all measurement items have a value of  $> 0.30$ , and Cronbach's alpha has a value of  $> 0.60$  ( Tables 1 and 2), therefore all the instruments used in this study are valid and reliable, so that the data can be analyzed further.

**Table 1.** Validity Test

Variable	Coefficient Correlation	Critical Value	Criteria
Strengthening Management Literacy (PLM)	0.362 - 0.761	0.30	Valid
Digital Business Innovation (IBD)	0.437 - 0.794	0.30	Valid
Performance Recovery Acceleration (PPK)	0.462 - 0.810	0.30	Valid

Source: Results of data processing

**Table 2.** Reliability test

Variable	Cronbach Alpha	Critical Value	Criteria
Strengthening Management Literacy (PLM)	0.842	0.60	reliable
Digital Business Innovation (IBD)	0.784	0.60	reliable
Performance Recovery Acceleration (PPK)	0.813	0.60	reliable

Source: Results of data processing

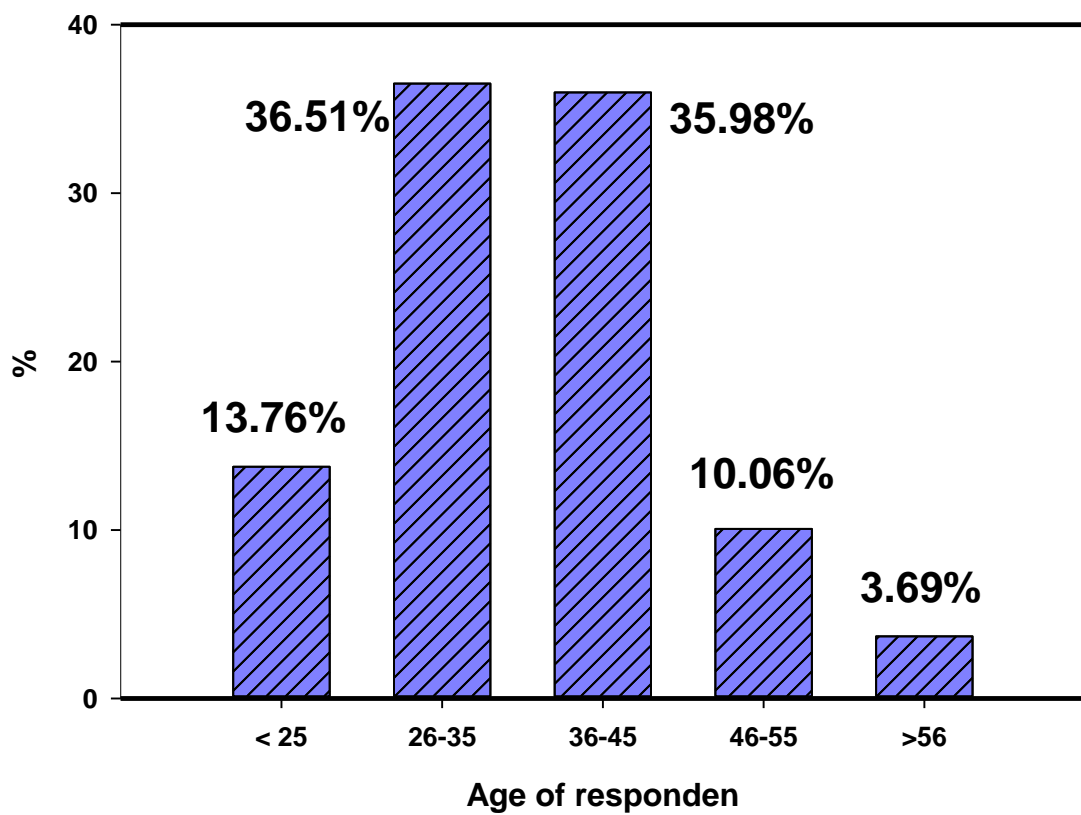
Table 1 shows the validity test results for the three variables with a correlation coefficient value of r-count with a value between 0.362 - 0.810; thus, the three variables have a value  $\geq 0.30$ . While Table 2 is the result of reliability testing with Cronbach Alpha values between 0.784 – 0.842; thus, the three variables have a value  $\geq 0.60$ . Referring to the measurement results and these criteria, the research instruments used for data collection are valid and reliable.

**Table 3:** Characteristics Respondents

Gender	Amount	Percentage
Man	47	24.87 %
Woman	142	75.13 %
Total	<b>189</b>	<b>100.00 %</b>
Business Focus	Amount	Percentage
Suitcase	43	22.75 %
Sandals	51	26.98 %
Garment	95	50.27 %
Total	<b>189</b>	<b>100.00 %</b>

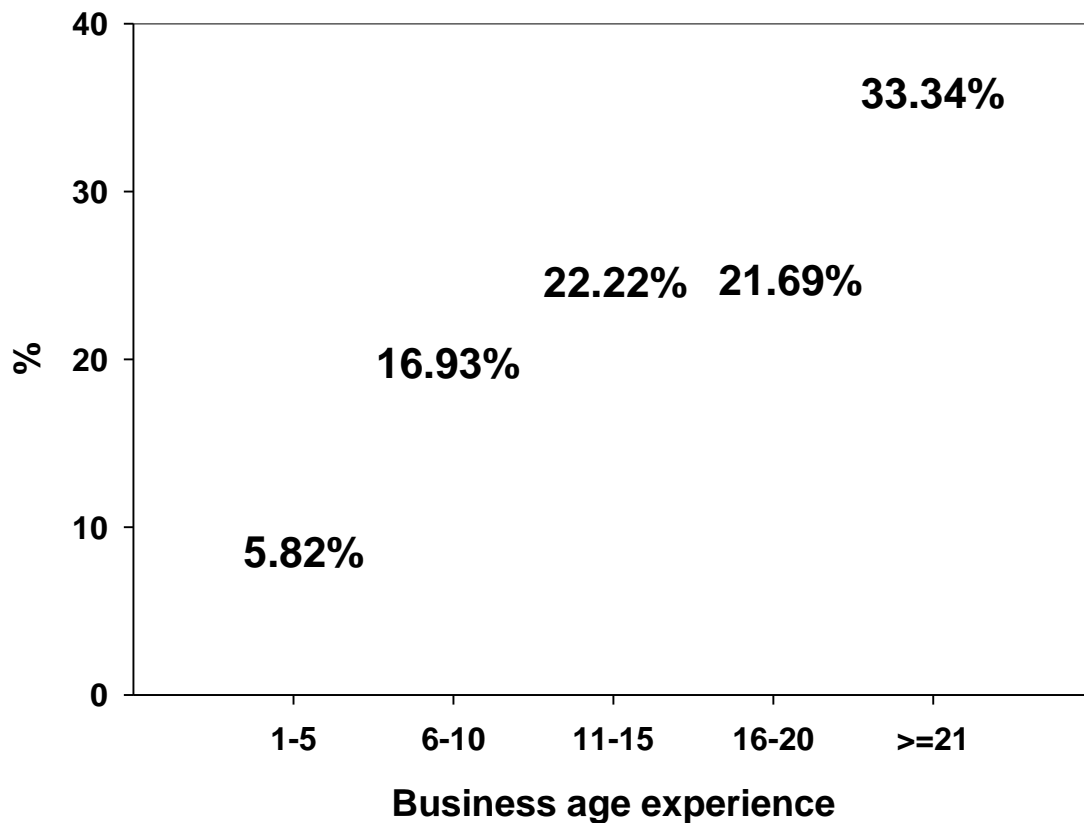
Source: Processed by the author

Table 3 presents the characteristics of the creative industry business owner respondents consisting of gender and business focus. This table shows that the female respondents were 75.13% while the male respondents were 24.87%. The respondents who owned a bag and luggage business were 22.75%, sandals were 26.98%, and garment businesses were 50.27%; all of these businesses were included in the fashion group.



**Figure 3:** Owner composition based on age

Figure: 3 presents the characteristics of creative industry business respondents by age group, which includes respondents aged  $\leq 25$  years 13.76%, aged 26 - 35 years 36.51%, aged 36 - 45 years 35.98%, aged 46 - 55 years 10.06% and aged  $\geq 56$  years of 3.69%. Overall, respondents in this study were dominated by productive age under 45 years, namely 86.25%.



**Figure 4:** Owner composition based on business age experience

Figure: 4 presents the characteristics of respondents according to the age of the business that has been undertaken so far, which includes respondents whose businesses are 1-5 years old 5.82%, aged 6-10 years 16.93%, aged 11-15 years 22.22%, aged 16-20 years 21.69% and aged  $\geq 21$  years 33.34%. Overall, the respondents in this study were dominated business actors with less than 21 years of experience (66.66%).

**Table 4:** Scale range

Scale Range	Alternative Answers	Criteria
1.00 - 1.80	Strongly disagree/accordingly	Very low
1.81 - 2.60	Agree/appropriate	Low
2.61 - 3.40	Neutral/Enough	Neutral/Enough
3.41 - 4.20	Agree/appropriate	Tall
4.21 - 5.00	Strongly agree/appropriate	Very high

Source: Processed writer

Data analysis used a Likert scale with the smallest value of 1 and the largest value of 5; thus, the average respondent's answers to the variables studied had a scale range of 0.8 from the research instrument, namely a scale of 5.

**Table 5:** Description of variable study

<b>Variable</b>	<b>Average</b>	<b>Criteria</b>
<b>1. Strengthening Management Literacy</b>	<b>4.049</b>	Tall
Search for new information	4.218	Very high
Be active with digital media	4.021	Tall
Open discussion room	4.106	Tall
Commitment to change	4.017	Tall
Digital role optimization	4.031	Tall
Quick in decision making	4.003	Tall
<b>2. Digital Business Innovation</b>	<b>4.083</b>	Tall
Respond to digital issues	4.107	Tall
Take advantage of digital market issues	4.073	Tall
Develop digital management	4.109	Tall
Digitally based processes	4.061	Tall
Digital idea development	4.118	Tall
Allocation of digital development funds	4.027	Tall
<b>3. Performance Recovery Acceleration</b>	<b>4.114</b>	Tall
Drive revenue	4.026	Tall
Stimulating profit	4.327	Very high
Stimulate the acquisition of sales orders	4.058	Tall
Stimulating business services	4.191	Tall
Promote resource access	4.073	Tall
Drive cost-effectiveness and cost efficiency	4.107	Tall

Source: Results of data processing

Table 5 shows the average value of respondents' answers to indicators of strengthening management literacy ranging from 4.003 to 4.218 so that the average respondent's answers fall into the high criteria. The average respondent's answer to digital business innovation indicators is 4.027 - 4.118, so the average respondent's answer falls into the high criteria. The average

respondent's answer to the indicator for accelerating performance recovery is 4.026 - 4.327, so the average respondent's answer is included in the high criteria.

**Model Testing**

Path analysis was carried out by standardizing regression using the software Statistical Product and Service Solutions (SPSS) Version 23. The results of testing the path coefficients of direct and indirect effects can be presented in Tables 6 and 7.

Table 6: Coefficient results in direct influence

Independent Variable	Dependent Variables	Standardize Coefficient	Sig. (0.05)
Strengthening Literacy Management	Innovation Digital Business	0.409	0.038
Strengthening Literacy Management	Per speed Recovery Performance	0.429	0.042
Innovation Digital Business	Per speed Recovery Performance	0.474	0.037

Source: Results of data processing

Table 6 shows the results of testing the standardized coefficient of the direct effect of strengthening management literacy on digital business innovation and accelerating performance recovery with a coefficient value of 0.409 (sig 0.038) and 0.429 (sig 0.042), while the coefficient of the direct effect of digital business innovation on accelerating performance recovery is 0.474 (sig 0.037). The relationship between the variables has a positive and significant influence, so hypotheses H<sub>1</sub>, H<sub>2</sub>, and H<sub>3</sub> are all accepted.

Table 7: Path coefficient of indirect influence

Independent Variable	Intervening Variables	Dependent Variables	Standardize Coefficient
Strengthening Literacy Management	Innovation Business Digital	Acceleration _ Recovery Performance	0.194 ( sig. α = 0.05 )

Source: Results of data processing

Table 7 shows the results of calculations from the indirect effect coefficient of strengthening management literacy on accelerating performance recovery through digital business innovation variables of 0.194 ( 0.409 x0.474 ); this indicates that the existence of digital business innovation can be an influential intervening variable because it helps strengthen the effect of strengthening management literacy on accelerating performance recovery. The total effect of strengthening management literacy variables on accelerating performance recovery is increasing, namely 0.623 (0.429 + 0.194). Therefore the digital business innovation variable is essential in this research model. The direct effect coefficient can be expressed in the equation models as follows:

$$Z_{IBD} = 0.409 Z_{PLM} \quad (3)$$

$$Z_{PPK} = 0.429 Z_{PLM} + 0.474 Z_{IBD} \quad (4)$$

## ***Discussion***

### ***Effect of Strengthening Management Literacy Against Digital Business Innovation***

The results of this study indicate that strengthening management literacy has a positive and significant effect on digital business innovation, with a coefficient of 0.409 sig.0.038 (Table 6). This shows that business management literacy in the creative industry sector has occurred in a massive process and is carried out consistently to change one's behavior (Okundaye et al., 2019 ). This creative and innovative behavior is in line with the minds and souls of respondents under 45 years of age, as much as 86.25% (Table 3); of course, at this very productive age, they have a more proactive attitude in dealing with change (Sitepu, 2019). Respondents' creative behavior is reflected in management and service improvement with innovative ideas; therefore, management literacy must be a development program for creative industry businesses in situations of uncertainty due to extreme environmental changes. During

the Covid-19 pandemic, industrial sector players felt how difficult it was to adapt to the changes that came so fast, where the business chain had to be cut off in the middle of the road. However, over time and the massive business learning process, management literacy changed a person's or owner's perspective that digital business is an alternative to get out of the current business deadlock. Literacy has changed the owner's attitude that management skills are needed to change the way of doing business and the design of business development during very massive changes; this is in line with the characteristics of the business experience of respondents who are less than 15 years as many as 44.43% (Table 3) who want to adapt to change (Hassan and Raziq, 2019). Strengthening management literacy is an investment in ideas that can be utilized to create superior value that exceeds what its competitors offer through creative and innovative processes in providing quality services and products for consumers. Therefore strengthening management literacy that is oriented towards increasing the ability of management aspects and implementing it through creative behavior can create a culture of innovation in managing digital-based businesses. However, this still requires quite a long time and process; so far, the ability of creative industry sector actors is still very high, however, weak in terms of management literacy, so real support is needed for literacy-strengthening programs so that the ability to carry out business innovation is also getting better. This study's results align with several researchers (Fitriati et al., 2020; Hervas-Oliver et al., 2020; Hassan and Raziq, 2019; Tsenget al., 2017). Literacy carried out massively can encourage the knowledge transformation process to run systematically and change creative and innovative behavior in managing business and business processes in providing quality services and products for consumers for the better.

***Effect of Strengthening Management Literacy Against the Acceleration of Performance Recovery***



The results of this study indicate that strengthening management literacy has a direct, positive, and significant effect on accelerating performance recovery with a coefficient of 0.429 sig. 0.042 (Table 6). This explains that management literacy reinforced by digital media can encourage quality management capabilities beyond what is offered by competitors, even though the degree of competence is not yet optimal, thus giving a better performance difference compared to pre-pandemic conditions (Mulolli et al., 2017; Goerzig and Bauernhansl, 2018) . This is reinforced by the number of respondents of 77.25% whose business is related to fashion products, as well as the number of respondents of 75.13% who are women who are undoubtedly relevant to bags, shoes, and garment products (Table 3). Fashion products demand creativity and innovation in line with their lifestyle needs (Dolz et al., 2019), where most respondents are under 45 years of age, 86.25%, of course, demand fulfillment of a more dynamic lifestyle that can trigger performance. get better (Wahyuni and Sara, 2020).

Several factors of literacy intensity, management ability, ability to develop ideas, and performance contribute enough to one's point of view. Management development is necessary for organizations that constantly respond to change quickly (Dunets et al., 2018). A strong commitment and fast response to the development of digital platforms is a valuable investment requirement for building networks with stakeholders while increasing added value for the creation of better services and products (Henriques and Catarino, 2016). Strong awareness of the importance of the role of digital media and intensity in gathering information from social media and other virtual media increases according to the level of need. This is proven to be able to change a person's behavior to continue to encourage strengthening literacy as an important capital in building management resilience so that they are always ready to face changes and possible risks that will occur. (Verdolini, Bak, Ruet, & Venkatachalam, 2018) . The results of this study are also in line with other studies (Henriques and Catarino, 2016; Dunets et al., 2018; Dolz et al., 2019; Okundaye et al., 2019). Strengthening management

literacy built on a commitment to change will encourage creativity in processing change issues into activities that generate added value in the business cycle. This can improve service and product quality and accelerate the recovery of better performance even though the creative industry business is just entering a new normal life transition era.

### ***The Impact of Digital Business Innovation Against the Acceleration of Performance Recovery***

The results of this study indicate that digital business innovation has a positive and significant effect on accelerating performance recovery with a coefficient of 0.474 sig. 0.037 (Table 6). This explains that a digital business that is strengthened by innovation is proven to produce superior service value with quality that exceeds what is offered by its competitors; even though the degree of innovation is still not optimal, innovation is still needed to create different dimensions with better value added (Ndiaye et al., 2018). This innovative behavior is reinforced by the enthusiasm of the respondents who are dominated by 50.27% aged under 35 years, 44.97% less than 15 years of business experience, and 75.13% female business people. (Table 3). Respondents with characters like this are strongly motivated to make changes primarily related to consumer tastes for dynamic fashion products (Staniec et al., 2017). The quality of innovation is determined by the ability to optimize existing resources in building ideas that have the potential to create better services, quality products, effective business cycles, and efficient business processes (Janasová et al., 2017). An effective and efficient process can be interpreted that the organization can produce quality products at a lower cost to increase the value of customer satisfaction and loyalty, which is very strong (Yoshino and Taghizadeh-Hesary, 2019). Innovation is not a waste of costs but the ability to create added value in business cycles and processes; therefore, human resource competence and technological adequacy are available investment requirements (Staniec et al., 2017). The era

of new normal life in business is a phase that the creative industry sector should make as a revival phase because, during the Covid-19 pandemic, this sector has experienced a phase of profit degradation. Management cannot quickly adapt to extreme changes that will cause its business activities to be closed within a certain period. The liveliness of digital business among the younger generation has inspired an authentic organizational culture oriented towards creative and innovative behavior (Felício et al., 2019). Through the use of more effective and efficient conceptual resources over the past two years, it has shown promising results. The results of this study also support other results (Felício et al., 2019; Staniec et al., 2017; Ndiaye et al., 2018; Yoshino and Taghizadeh-Hesary, 2019). Digital business innovation must be directed at forming a mindset oriented towards enriching ideas and developing ideas, the ability to compose narratives, be ready to execute ideas correctly and carry out continuous monitoring and evaluation. It will produce models, services, and product designs according to market expectations with a high level of consumer satisfaction to drive the accelerated recovery of the creative industry sector's performance on a massive scale in line with the journey towards a new normal life era in business.

### **Conclusions, recommendations, and limitations**

Based on the evidence previously described, it can be concluded that strengthening management literacy requires a strong commitment to digital platforms. The ability to access management knowledge content from social media sources and other digital media can be carried out optimally, and ownership of management competencies can be used to improve processes and business cycles effectively and efficiently. Strong management literacy certainly increases the ability to build a creative and innovative culture in generating superior value for service processes and products beyond what competitors can offer to accelerate performance recovery to become more realistic. This shows that strengthening management literacy positively and significantly affects digital business innovation and accelerates performance

recovery. Digital business innovation has a positive and significant effect on accelerating performance recovery when entering the new normal life era; therefore, all hypotheses are acceptable because all the variables tested have a positive and significant influence (Sig. below 0.05). The suggestions in this research are that to achieve digital business success, strong support for innovation is needed in all aspects of organizational functions, and a strong commitment to awareness of investing in information technology and other digital platforms, so that the need to create a creative and innovative culture can be appropriately realized. Therefore strengthening management literacy as a real foundation in responding to change must always be maintained through efforts to seek information, then use digital media and open communication spaces with stakeholders. **While the limitations** of this study are not directly observing the influence of social media, which is massive in changing people's behavior. In contrast, a variable outside the model can have a direct or indirect influence on the innovative behavior of the creative industry sector after the Covid-19 pandemic. A need for an in-depth study of changes in people's perspective on digital business among the creative industries when entering the new normal life era because changes in digital media behavior among business people can certainly bring about changes in commitment to investing in digital platforms and innovative behavior in business processes.

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Performance recovery of creative sector industries: Strengthening management literacy and digital business innovation

Wahyudiono 1 ; Yustinus Budi Hermanto Heramnto; Soffia Pudji Estiasih;

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Performance recovery of creative sector industries: Strengthening management literacy and digital business innovation

Wahyudiono 1 ; Yustinus Budi Hermanto Heramnto; Soffia Pudji Estiasih; Aminatuzzuhro 4  
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Dear Dr Heramnto,

Your manuscript 'Performance recovery of creative sector industries: Strengthening management literacy and digital business innovation' (JIAE-D-23-00235) has been assessed by our reviewers. Although it is of interest, we are unable to consider it for publication in its current form. The reviewers have raised a number of points which we believe would improve the manuscript and may allow a revised version to be published in Journal of Innovation and Entrepreneurship.

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Editors' comments ( if any ) :

Reviewer #1: In order to improve the quality of the manuscript, I would have some recommendations and questions to answer.

Abstract:

I suggest to shorten this part in the abstract in order to cover the most relevant information for the analysis:

"The unit of analysis in this study was creative industry entrepreneurs, with a total population of 354. The sample size in this study was 194. Purposive sampling was used to take sample members from the population and respondents, while the respondents who filled out completely and returned were 189 (97.42%)."

page 4

Figure 1: I understand the source of it is Creative Industry Business Owner Income. However, it is not clear if it is a database or publication or anything else? Please specify. Also, please include spatial/geographical location (Java) as well.

page 4 line 59:

"Performance growth during 2020-2022 shows negative growth compared to ..." - performance change instead of performance growth

page 5:

Management literacy: it is a too wide concept (and partly misleading) which does not cover focus of the authors which is digital and social media literacy of management. Please make it more evident. (See definition used in the manuscript: Management literacy is a person's effort to increase knowledge, including ownership of management skills and techniques used to manage their business better through the ability to access information from social media and other digital platforms (Okundaye et al., 2019).)

Introduction should be more concise, it contains redundant information (e.g. decline during COVID-19 and growth after it, etc.); or ante-pandemic literature is used to explain pandemic or post-pandemic phenomena. Some short references to some classical theories / literature on responsiveness, flexibility, innovation and adaptation is missing.

Hypotheses and the purpose of the research are formulated in such a way as to anticipate the results and the position of the researchers. H1 and H2: please check word orders.

page 13

Figure 2: confusing please clarify (dependent variable, abbreviations, description)

page 14

Questionnaires: online distribution?

How were the 6-6-6 variables exactly measured?

page 16

Please use more evident abbreviations - see also Figure 2

page 13-14, 17

As it is stated on page 13-14, the creative industry under study is composed of various activities ("The unit of analysis is the management of creative industry players, a sample of 194 respondents (54.8%) spread across four cities and regencies based on the purposive sampling method with specific criteria. The activities of the creative industry sector include the manufacture of wallets, leather bags, suitcases, shoes, handicrafts, headscarves, Muslim clothing, accessories, wedding gifts, and various other creative industries.") But the particular sample is composed only 3 of them (page 17). Please resolve the

contradiction.

page 19

Figure 4 is incomplete

I would also emphasise: ...% 10+ years of experience

Source: Processed writer??

Table 5: standard deviations must be included

The manuscript requires a thorough grammatical revision and misspelled words should also be corrected (see above + e.g. page 16: word SPSS misspelled, page 18: age of responden, etc.). Moreover, use of scientific terms is unprofessional at some points (e.g. page 16 Characteristics Respondents, page 12 Framework Conceptual, page 20 Table 5: tall, etc.). Moreover, robustness of the results is questionable.

\*\*\*\*\*

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Reviewer #1: In order to improve the quality of the manuscript, I would have some recommendations and questions to answer.

1. I suggest to shorten this part in the abstract in order to cover the most relevant information for the analysis: "The unit of analysis in this study was creative industry entrepreneurs, with a total population of 354. The sample size in this study was 194. Purposive sampling was used to take sample members from the population and respondents, while the respondents who filled out completely and returned were 189 (97.42%)."

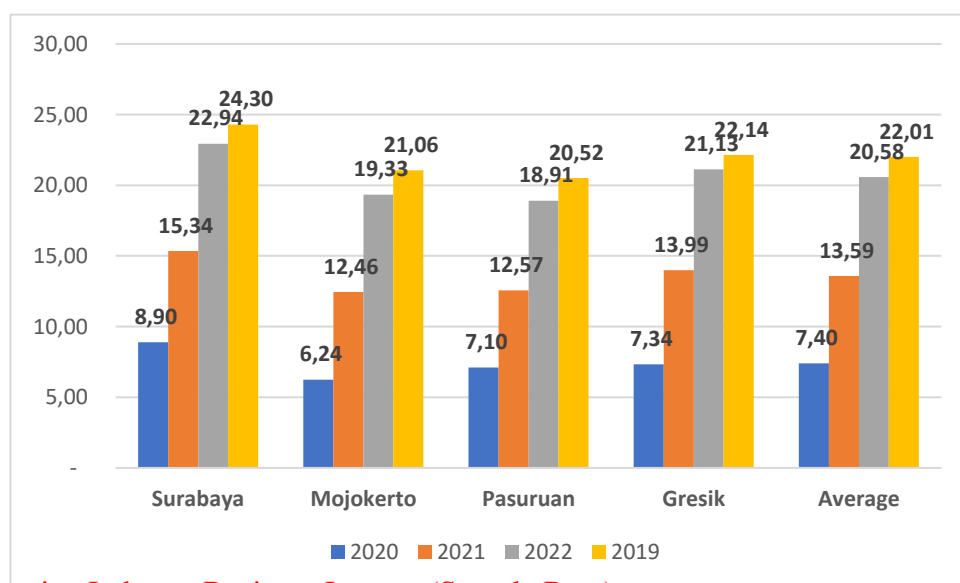
The abstract has been re-summarized. The number of questionnaires aligns with the sample size of 194 after excluding five respondents with incomplete questionnaires. As a result, all data has to be modified.

2. page 4, Figure 1: I understand the source of it is Creative Industry Business Owner Income. However, it is not clear if it is a database or publication or anything else? Please specify. Also, please include spatial/geographical location (Java) as well.

Figure 1 has been substituted with revenue data, previously presented as a percentage. The image narrative now displays the revenue data in rupiah (in billions), and presentations provide additional supporting data. The underlying data remains the same, but the visual representation has changed.

3. page 4 line 59: "Performance growth during 2020-2022 shows negative growth compared to ..." - performance change instead of performance growth

The performance change is calculated by adjusting it to the rise in income compared to the 2019 period, which is the base year for comparison. Instead of percentages, the figures are expressed in billions of rupiah units. However, the explanation still includes references to both the rupiah and percentages.



Source: Creative Industry Business Income (Sample Data)



## Figure 1: Creative Industry Business Income

Figure 1 depicts the business revenue of the creative industry sector from 194 business players in four districts in East Java from 2020 to 2022, indicating a specific number.

4. page 5: Management literacy: it is a too wide concept (and partly misleading) which does not cover focus of the authors which is digital and social media literacy of management. Please make it more evident. (See definition used in the manuscript: Management literacy is a person's effort to increase knowledge, including ownership of management skills and techniques used to manage their business better through the ability to access information from social media and other digital platforms (Okundaye et al., 2019).)

The notion of management literacy has been enhanced by placing greater emphasis on specific indicators, resulting in a more concentrated approach.

5. Introduction should be more concise, it contains redundant information (e.g. decline during COVID-19 and growth after it, etc.); or ante-pandemic literature is used to explain pandemic or post-pandemic phenomena. Some short references to some classical theories / literature on responsiveness, flexibility, innovation and adaptation is missing. Hypotheses and the purpose of the research are formulated in such a way as to anticipate the results and the position of the researchers. H1 and H2: please check word orders.

The introduction of the narrative has been rewritten, and the manuscript has been updated to limit the inclusion of COVID-related topics, as indicated in the revised review.

6. page 13, Figure 2: confusing please clarify (dependent variable, abbreviations, description)

The symbol and its corresponding explanation in Figure 2 have been altered. The symbol has been substituted following the English language.

7. page 14, Questionnaires: online distribution?

The explanation narrative for the questionnaire has been changed in the data source.

8. How were the 6-6-6 variables exactly measured?

After explaining each variable's measurement, measurements have been added in the last paragraph.

9. page 16 Please use more evident abbreviations - see also Figure 2

Symbols have been modified to denote English sentences.

10. page 13-14, 17, As it is stated on page 13-14, the creative industry under study is composed of various activities ("The unit of analysis is the management of creative industry players,

a sample of 194 respondents (54.8%) spread across four cities and regencies based on the purposive sampling method with specific criteria. The activities of the creative industry sector include the manufacture of wallets, leather bags, suitcases, shoes, handicrafts, headscarves, Muslim clothing, accessories, wedding gifts, and various other creative industries.") But the particular sample is composed only 3 of them (page 17). Please resolve the contradiction.

The unit of analysis linked to the business field perspective has been presented in a more comprehensive table, enhancing clarity for each business field.

11. page 19 Figure 4 is incomplete I would also emphasise: ...% 10+ years of experience  
Source: Processed writer?? Table 5: standard deviations must be included

Figure 4 has been excluded and presented as Table 4 to provide a more detailed representation of the data. I am uncertain about the necessity of including the standard deviation when displaying age data, as this is a range of data.

12. The manuscript requires a thorough grammatical revision and misspelled words should also be corrected (see above + e.g. page 16: word SPSS misspelled, page 18: age of responden, etc.). Moreover, use of scientific terms is unprofessional at some points (e.g. page 16 Characteristics Respondents, page 12 Framework Conceptual, page 20 Table 5: tall, etc.). Moreover, robustness of the results is questionable.

Typos have been checked according to the error level.

## View Letter

**Date:** 13 Feb 2024  
**To:** "Yustinus Budi Hermanto Heramnto" yustinus.budi@ukdc.ac.id  
**cc:** david.campbell@uni-klu.ac.at, david.campbell@univie.ac.at,  
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Performance recovery of creative sector industries: Strengthening management literacy and digital business innovation

Wahyudiono 1 ; Yustinus Budi Hermanto; Soffia Pudji Estiasih; Aminatuzzuhro 4  
Journal of Innovation and Entrepreneurship

Dear Dr Heramnto,

I am pleased to inform you that your manuscript "Performance recovery of creative sector industries: Strengthening management literacy and digital business innovation" (JIAE-D-23-00235R1) has been accepted for publication in Journal of Innovation and Entrepreneurship.

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Editors' comments ( if any ) :

Major efforts went into manuscript improvement. Therefore, a release is being recommended.

\*\*\*\*\*

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