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Religiosity as a moderator on business success: A campaign for open innovation

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Abstract

The study investigates how managerial competency (MC) and entrepreneurial orientation (EO) impact the business success (BS) of small and medium enterprises (SMEs) in the food sector, with an examination of religiosity as a moderating factor. Purposive sampling was employed to select a sample of 122 owners and workers from culinary businesses on Lombok Island, Indonesia. Data analysis was conducted using Structural Equation Modeling (SEM) with AMOS 22. The findings underscore MC's critical role in enhancing BS, alongside EO's significant influence on overall company performance. Moreover, the study reveals that religiosity plays a moderating role in shaping the relationships between MC, EO, and BS. Furthermore, our research connects these insights to the concept of open innovation. By integrating aspects of religiosity into the implementation of open innovation in SMEs, not only can the quality of innovation be enhanced, but it can also cultivate a positive reputation that contributes to increased business success.

Keywords: Managerial competency; entrepreneurial orientation; business success; open innovation

Introduction

The correlation between managerial competence (MC) and entrepreneurial orientation (EO), and their impact on business success (BS) has been extensively investigated (Laguna et al., 2012; Jia et al., 2014; Velu & Manxhari, 2017; Khan et al., 2021). Entrepreneurial orientation significantly affects business performance, underscoring the importance of managerial competence (Rauch et al., 2009). Empirical evidence from the Netherlands demonstrates how entrepreneurial orientation combined with effective management practices contributes to the performance of small and medium enterprises (SMEs) (Kraus et al., 2012). Some studies also posit a positive correlation between EO and MC (Lumpkin & Dess, 2001; Wiklund & Shepherd, 2005; Rauch & Frese, 2007). However, Li & Atuahene-Gima (2001) argue for a more nuanced perspective, suggesting that while EO may enhance certain managerial competencies, it could potentially hinder others, such as administrative skills.

Furthermore, the impact of religiosity on business has been well-documented (Al-Husan, 2015; Wibowo, 2017; Hariadi & Adawiyah, 2018). Religiosity, promoting social responsibility and ethical behavior, can inspire business owners and managers to adopt a responsible business approach, thereby enhancing motivation and commitment towards achieving business objectives. Consequently, this research positions religiosity as a moderating variable. This study seeks to address gaps in the literature by offering fresh insights into how these factors shape BS, proposing to treat religiosity as a moderating variable. This approach aligns with the theoretical frameworks outlined by Hariadi & Adawiyah (2018), which argue against positioning religiosity as a mediating factor.

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The study focuses on culinary SMEs in Lombok, renowned for its strong religious culture and burgeoning culinary tourism sector, particularly following the establishment of the Mandalika Circuit in 2022. Culinary SMEs play a pivotal role in Lombok's economy, generating employment, contributing to GDP, and reducing unemployment rates. Despite the national growth of the culinary industry (Hamdani & Maulani, 2018), research on Lombok's culinary SMEs remains sparse, even amidst the island's rising popularity as a tourist destination.

Moreover, unlike existing theoretical studies, our research connects findings to the concept of open innovation. Open innovation in business emphasizes collaboration with external partners, customers, suppliers, and even competitors to foster creativity, share knowledge, and drive growth (Radziwon & Bogers, 2019). Studies on Turkish and Chinese SMEs have underscored the positive impact of open innovation on marketing and organizational innovation (Hinteregger et al., 2019; Lu et al., 2021). Albats et al. (2023) advocate for SMEs to adapt their business models to stay competitive by engaging in external collaborations and embracing open innovation. By integrating these insights, we offer practical recommendations on optimizing MC and EO through open innovation, arguing that enhanced collaboration among SMEs promotes business scalability and efficiency, thereby driving greater BS.

This research contributes significantly by positioning religiosity as a moderating variable in the EO-BS relationship, particularly within Lombok's culinary SMEs. It addresses gaps by focusing on unique challenges in this context, particularly post-Mandalika Circuit. By integrating the concept of open innovation, the study provides practical insights into leveraging external collaboration to enhance MC and EO. Furthermore, it offers a detailed analysis of EO components—innovation, proactivity, and risk-taking—clarifying their individual impacts on firm performance. These findings offer actionable implications for policymakers and practitioners, enriching discussions on SME performance and strategic growth.

Literature Review

Entrepreneurial orientation (EO) stands as a pivotal concept in strategic management, particularly crucial when executives aim to innovate and capitalize on unique opportunities. EO encompasses the processes, practices, and decision-making styles that typify entrepreneurial organizations (Laguna et al., 2012; Jia et al., 2014).

Rauch and Frese (2007) provide evidence supporting a positive relationship between EO and managerial competency (MC), asserting that EO fosters MC development through learning opportunities, experimentation, and innovation. Similarly, Wiklund and Shepherd (2005) found that EO enhances managerial cognition, promoting entrepreneurial thinking and strategic orientation. Lumpkin and Dess (2001) demonstrated that EO positively influences the strategic, administrative, and technical competencies of top management teams (TMTs). Additionally, Rauch et al. (2009) reviewed literature on EO and MC, concluding that EO consistently supports MC development through opportunities for learning and innovation.

H1: There is a significant impact of entrepreneurial orientation on managerial competency.

EO plays a critical role in achieving business success, reflecting a firm's readiness to take risks, innovate, and proactively respond to market changes. Vaitoobkiat and Charoensukmongkol (2020) affirmed EO's positive contribution to firm performance. Oyeku et al. (2020) highlighted that increased EO, coupled with entrepreneurial self-efficacy and environmental uncertainty, drives both financial and non-financial success metrics such as profitability, market share, asset growth, sales growth, and responsiveness to government policies. Rauch et al. (2009) also found that EO positively impacts the survival and growth of new ventures, particularly in dynamic and uncertain environments. Ludiya (2020) demonstrated the impact of EO and entrepreneurial competence on the performance of SMEs in the fashion sector in Cimahi, while Bustan (2016) confirmed the effect of EO, entrepreneurial characteristics, and learning orientation on the success of food processing businesses in Palembang.

H2: There is a significant effect of entrepreneurial orientation on business success.

Effective management is indispensable for achieving business success. Velu and Manxhari (2017) emphasized the positive impact of MC on business performance in Kosovo's SMEs. Kusku and Kusku (2019) found that MC significantly influences the financial performance of Turkish firms, highlighting interpersonal and leadership skills as critical dimensions. Gupta, Kumar, and Singh (2016) also reported a positive relationship between MC and organizational performance. Lee, Kim, and Kim (2016) argued that competent managers create a supportive environment conducive to fostering innovation. The literature

consistently demonstrates that MC positively influences various aspects of business success, including financial performance, organizational effectiveness, and innovation.

H3: There is a significant influence of managerial competency on business success.

Table 1. Indicators of variables

Variable	Indicators	Item	Source
Managerial Competency	Talent Management	MC1	Kupczyk & Stor (2017)
	Succession Planning	MC2	
	Design and Manage Compensation System	MC3	
	Career Management	MC4	
	Employee Performance Appraisal	MC5	
	Assigning Ask to People	MC6	
	Selection of University Student/Young Graduate for Job Placement	MC7	
	Personnel Recruitment and Selection Process	MC8	
	design tailored training and developmental program	MC9	
Entrepreneur Organization	Proactive	EO1	Adomako et al. (2016)
	Competitive	EO2	
	Risk-taking Propensity	EO3	
	Innovative	EO4	
Business Success	Financial Profitability	BS1	Saridan et al. (2007)
	Enterprise Growth	BS2	
	Satisfaction	BS3	
Religiosity	Supernatural	R1	Himmelfarb (1975) and Peterson et al. (2010)
	Communal	R2	
	Cultural	R3	
	Interpersonal Objects	R4	

Religiosity, defined as the extent of adherence to religious beliefs, practices, and values, significantly influences individuals' attitudes toward work and their potential for business success. Prior research indicates that religiosity shapes work ethics, moral principles, and personal values (Li, 2017). Also, Al-Husan (2015) discovered that Islamic religiosity moderated the relationship between managerial competency (MC) and organizational performance in Jordan.

H4: Religiosity moderates the relationship between managerial competency and business success.

Religiosity can also moderate the relationship between entrepreneurial orientation (EO) and business success, potentially amplifying or diminishing EO's impact on performance. Lerner and Almor (2002) found that in Israel, EO's positive effects on firm performance were more pronounced among religious entrepreneurs compared to secular ones. Khasif et al. (2017) observed that religiosity positively moderated the relationship between EO and financial performance among Nigerian SMEs, particularly for entrepreneurs with stronger religious beliefs. Dissanayake and Gibb (2022) argued that religious values influence the entrepreneurial orientation of individuals from diverse religious backgrounds, such as Spiritual, Catholic, and Buddhist, shaping their business practices throughout the enterprise's lifecycle.

H5: Religiosity moderates the relationship between entrepreneurial orientation and business success.

Research Method

This quantitative study utilized Structural Equation Modeling (SEM) to analyze the collected data. SEM integrates Confirmatory Factor Analysis (CFA) and path analysis to examine the relationships between variables (Widayat, Kreatitin, Marsudi, & Wijaya, 2022). CFA was employed to assess the contribution of each indicator of latent variables, while path analysis aimed to investigate direct and indirect relationships among the variables under study (Caesarina, Alfina, Wardhana, & Sari, 2023). The research focused on establishing structural and measurement models to understand how managerial competence,

entrepreneurial orientation, and business success in culinary enterprises in Lombok are influenced, with religiosity considered as a moderating variable. The study's research design utilized SEM to analyze relationships between exogenous and endogenous latent variables, enabling a comprehensive exploration of each latent variable's indicators through CFA.

Table 2. Indicator of Goodness of Fit

Indicator of Goodness of Fit	Cut off value
Significance	Higher than 0.05
RMSEA	Less than 0.08
GFI	Higher than 0.90
AGFI	Higher than 0.90
CMIN/DF	Less than 2.00
GFI	Higher than 0.95

Table 3. Characteristics of respondents based on City/Regency

City/Regency	Total	Percentage
Mataram City	42	34%
West Lombok Regency	24	20%
Central Lombok Regency	22	18%
East Lombok Regency	24	20%
North Lombok Regency	10	8%

Table 4. Characteristics of respondents based on length of operation

Length of Operation	Total	Percentage
Less than 2.5 years	49	40%
2.5 – 5 years	28	23%
5-10 years	21	17%
More than 10 years	24	20%

This quantitative study conducted surveys among culinary entrepreneurs in Lombok, Indonesia, targeting those with a monthly turnover exceeding 10 million. However, the total number of culinary businesses in the area remains unspecified. According to Fitriyah & Husni (2020), the Lemeshow formula was applied to determine the sample size, suggesting a minimum of 97 respondents, whereas this study involved 122 respondents. The research instrument included indicator variables such as managerial competency (MC), entrepreneurial orientation (EO), business success (BS), and religiosity as a moderating variable.

The MC variable was measured using indicators developed by Kupczyk & Stor (2017), encompassing nine indicators: talent management, succession planning, compensation system design and management, career management, employee performance appraisal, delegation of tasks, recruitment of university students/young graduates, personnel recruitment and selection processes, and tailored training and development program design.

Similarly, the EO variable utilized measures proposed by Adomako et al. (2016), focusing on four indicators: proactiveness, competitiveness, risk-taking propensity, and innovativeness. The BS variable was derived from studies by Saridan et al. (2007), incorporating aspects such as financial profitability, enterprise growth, and satisfaction.

Religiosity was incorporated as a moderating variable, with instruments aligned with theories by Himmelfarb (1975) and Peterson et al. (2010), encompassing dimensions such as supernatural beliefs, communal practices, cultural aspects, and interpersonal engagements.

Data Analysis

After collecting the data, the research proceeded with data analysis using Structural Equation Modeling (SEM), which is deemed effective for examining relationships between complex variables, including moderating variables, as noted by Civelek et al. (2016). The analysis employed mediation and moderation tests to explore how managerial competency and entrepreneurial orientation influence business success, with religiosity acting as a moderating factor. The software used for data analysis was AMOS.

In addition to revealing relationships between variables, SEM provides outputs that assess validity and reliability. Reliability testing involved calculating Construct Reliability (CR) and Variance Extract (VE). CR measures the consistency of indicators within a variable, while VE assesses the proportion of

variance captured by the indicators. A construct is considered reliable if CR exceeds 0.70 and VE is above 0.50. The formulas for CR and VE are detailed by Fitriyah and Rahmawati (2022) as shown in equations (1) and (2).

To evaluate the model's accuracy or goodness of fit with the data, several indicators serve as benchmarks. Goodness of fit indicators, based on criteria from Xia and Yang (2019), are summarized in Table 2. These indicators help gauge how well the proposed SEM model fits the observed data, ensuring robustness and validity in the analysis.

$$\text{Construct Reability (CR)} = \frac{(\sum \text{standard loading})^2}{(\sum \text{standard loading})^2 + \sum e_j} \quad (1)$$

$$\text{Variance Extracted (VE)} = \frac{\sum \text{standard loading}^2}{\sum \text{standard loading}^2 + \sum e_j} \quad (2)$$

Result and Discussion

The survey gathered responses from 122 participants across five cities and regencies in Lombok, as detailed in Table 3. Additionally, Table 4 presents respondent characteristics categorized by the length of operation. Data analysis utilized mediation and moderation tests conducted through AMOS software version 22. Before testing the moderating variable, the indicators of each latent variable were thoroughly examined. Table 5 displays the results of these indicator tests, indicating that all measured indicators significantly relate to their respective constructs with p-values below 0.05. This confirms that the selected indicators effectively represent the latent variables under study, enabling further analysis.

Reliability testing within SEM involved calculating Construct Reliability (CR) and Variance Extracted (VE). CR assesses the consistency of indicator variables within each construct, while VE measures the proportion of variance explained by these indicators. A construct is considered reliable if CR exceeds 0.70 and VE is above 0.50.

For the managerial competency variable, CR was calculated at 0.96, with VE at 0.76. The entrepreneurial orientation variable demonstrated a CR of 0.95 and VE of 0.84, while the business success variable showed a CR of 0.99 and VE of 0.97. These results indicate high reliability across all variables studied, affirming the robustness of the indicators used in this research.

Overall, these findings support the empirical hypotheses tested in the study, providing a solid foundation for exploring the relationships between managerial competency, entrepreneurial orientation, business success, and religiosity as a moderating variable within Lombok's culinary business sector.

Following the mediation and moderation tests based on established theory, a structural model was developed and illustrated in Figure 1. In this structural model, religiosity acts as a moderating variable that can either strengthen or weaken the relationships between managerial competence and business success, as well as between entrepreneurial orientation and business success. The estimation results from these tests are summarized in Table 6.

In addition to the estimation outcomes, the analysis also assessed the model's accuracy and goodness of fit with the data. Table 7 presents the results of the goodness of fit tests. The chi-square value of 43.19 with a p-value exceeding 0.05 indicates that the model fits the data well, suggesting no significant difference between the observed data and the proposed model. Furthermore, other goodness of fit indices such as GFI (Goodness of Fit Index), AGFI (Adjusted Goodness of Fit Index), and RMSEA (Root Mean Square Error of Approximation) residuals are below 0.08 (RMSEA = 0.04), further supporting the adequacy of the model in fitting the data.

These findings validate the structural and measurement models developed in the study, confirming the relationships between variables as hypothesized and demonstrating the appropriateness of religiosity as a moderating factor in influencing the connections between managerial competency, entrepreneurial orientation, and business success within the culinary sector in Lombok.

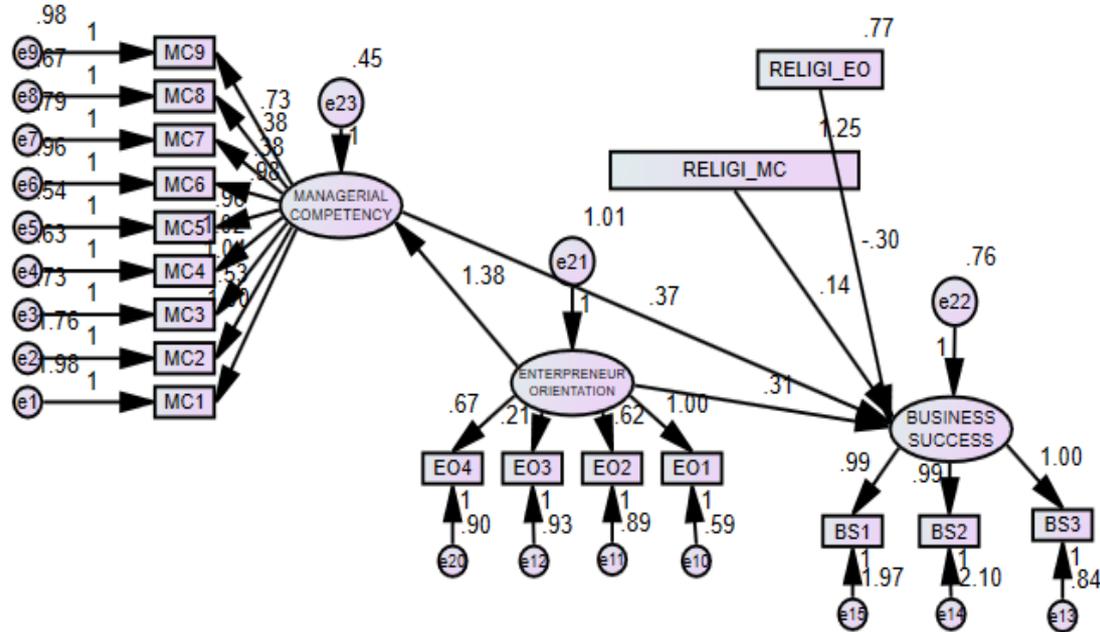


Figure 1. Structural model

Managerial competency has a significant effect on business success

Our analysis, detailed in Table 7, confirms that managerial competency significantly and positively impacts business success. Research by Rahmawati & Abidin (2022) underscores the influence of managerial competency on organizational performance, emphasizing its critical role across businesses of various scales. Studies by Dergovic et al. (2020), Niazi et al. (2020), and Tsendsuren et al. (2021) further support this, showing that competent management enhances competitive success. Mustafa (2019) highlights the crucial link between company success and the quality of managerial staff, stressing the importance of effective personnel selection for key roles. Gupta, Kumar, and Singh (2016) explored this relationship in depth, finding that managerial competency positively impacts organizational performance across functional areas such as finance, marketing, and human resources. These insights underscore the importance of optimizing and enhancing managerial capabilities among culinary business actors in Lombok.

Entrepreneurial orientation has a significant effect on business success

Our study reveals a positive impact of entrepreneurial orientation (EO) on business success. Wiklund and Shepherd (2005) noted EO's significant positive effect on the growth of small and medium enterprises (SMEs), attributing this to their ability to identify opportunities, innovate, and adapt proactively to market changes. Rizki & Susanto (2021) similarly found a robust and positive relationship between EO and business performance, emphasizing EO's role in fostering entrepreneurial success. Primadona & Emrizal (2022) further highlight how high EO levels enable organizations to capitalize on new opportunities and navigate market dynamics effectively, thereby contributing to sustained growth and success. These findings collectively underscore the importance for organizations to cultivate an entrepreneurial mindset and culture as integral to achieving enduring success.

The variable of religiosity moderates the relationship between MC and EO towards BS

The variable of religiosity plays a crucial moderating role in the relationships between managerial competency (MC) and entrepreneurial orientation (EO) with business success (BS). The acceptance of hypothesis H5, with a p-value of 0.014, underscores that religiosity indeed moderates the relationship between EO and BS. This finding is supported by Khasif et al. (2017), who observed a positive moderating effect of religiosity on the relationship between EO and financial performance among SMEs in the UK. Religious individuals may exhibit qualities that translate into effective management practices and a heightened motivation to achieve success as part of their spiritual commitment.

Cavanaugh and Prusak (1996) also support this notion, finding a positive association between

religiosity and leadership effectiveness. They argue that religious leaders often possess moral and ethical qualities that contribute to effective organizational management. Additionally, [Bénabou and Tirole \(2011\)](#) suggest that religiosity is associated with reduced engagement in unethical behaviors, thereby positively influencing business success.

Table 5. Indicator testing on latent variables

			Estimate	S.E.	C.R.	p-value
MC1	<---	Managerial competency	1.000			
MC 2	<---	Managerial competency	0.528	0.093	5.698	***
MC 3	<---	Managerial competency	1.037	0.104	10.015	***
MC4	<---	Managerial competency	1.020	0.100	10.153	***
MC5	<---	Managerial competency	0.966	0.095	10.204	***
MC6	<---	Managerial competency	0.982	0.104	9.472	***
MC7	<---	Managerial competency	0.388	0.063	6.108	***
MC8	<---	Managerial competency	0.381	0.060	6.401	***
MC9	<---	Managerial competency	0.737	0.087	8.433	***
EO4	<---	Entrepreneur orientation	1.000			
EO3	<---	Entrepreneur orientation	0.290	0.130	6.238	0.025
EO2	<---	Entrepreneur orientation	0.852	0.158	5.407	***
EO1	<---	Entrepreneur orientation	1.243	0.186	6.696	***
BS1	<---	Business success	1.000			
BS2	<---	Business success	0.988	0.159	6.228	***
BS3	<---	Business success	0.933	0.136	6.841	***

Table 6. Parameter estimation output

			Estimate	S.E.	C.R.	P
Managerial competency	<---	Entrepreneur orientation	1.375	0.201	6.831	***
Business success	<---	Entrepreneur orientation	0.315	0.126	2.567	0.023
Business success	<---	Managerial competency	0.365	0.168	2.164	0.017
Business success	<---	Religion_MC	0.140	0.039	3.532	0.045
Business success	<---	Religion_EO	-0.303	0.117	-2.585	0.014

Table 7. The Goodness of Fit

Model	NPAR	CMIN	DF	P	CMIN/DF	RMR	GFI	AGFI	PGFI	RMSEA
Default model	39	43.19	132	0.056	1.107	0.707	0.992	0.901	0.934	0.004
Saturated model	171	0.00	0.00			0.000	1.000			
Independence model	18	1443.8	153	0.000	9.437	0.981	0.261	0.174	0.233	0.264

The relationship between religiosity and BS is multifaceted and influenced by several factors, including the specific religious beliefs and practices of individuals. Different religions may shape management styles and ethical practices differently. Moreover, the extent to which individuals practice their religion can impact their approach to management and decision-making.

The moderating role of religiosity in the relationships between EO-BS and MC-BS can be explained through three theoretical perspectives: institutional theory, cultural theory, and social identity theory. Institutional theory posits that religiosity provides entrepreneurs with legitimacy, trust, and social networks, enhancing access to resources and opportunities. Cultural theory emphasizes how religious values and beliefs shape entrepreneurial attitudes and behaviors, influencing risk-taking, innovation, and proactivity. Social identity theory suggests that religiosity forms part of an individual's identity, guiding their goals and decision-making in alignment with religious values.

Overall, these theoretical perspectives highlight how religiosity influences entrepreneurial behaviors and organizational outcomes, offering insights into how religious beliefs can enhance business success through ethical practices, social responsibility, and enhanced stakeholder relationships.

EO and BS through MC

The research model explores an indirect relationship between entrepreneurial orientation (EO) and business success (BS) mediated by managerial competency (MC), revealing a substantial coefficient of 0.502. This indirect pathway underscores the pivotal role of MC in translating EO into tangible business success outcomes. Studies by [Wahyuni and Sara \(2020\)](#) emphasize that market orientation, learning orientation, and EO collectively contribute significantly to business performance by enhancing knowledge competence and innovation capabilities.

Moreover, [Kyal et al. \(2022\)](#) highlight a positive correlation between EO and various facets such as business financing, effective management practices, and market strategies, all of which contribute to enhancing the growth performance of SMEs. These findings collectively underscore the multifaceted pathways through which EO influences BS, emphasizing the critical role of MC as a crucial intermediary in achieving sustainable business outcomes.

In summary, the indirect relationship observed in this research model between EO and BS through MC highlights the importance of managerial competency in harnessing and leveraging entrepreneurial orientation to drive organizational success and growth.

Open innovation as a driver

Studies on open innovation in SMEs have advanced significantly over the last decade. Essentially, SMEs employ open innovation to meet customer demands and address market competition ([Khan & Arshad, 2019](#)). The application of open innovation in SMEs is believed to have a positive impact on their business success. Research conducted by [Hinteregger et al. \(2019\)](#) asserts that open innovation practices undertaken by SMEs positively affect marketing, as well as process and organizational innovation. Additionally, a study by [Ahn et al. \(2015\)](#) states that the implementation of open innovation has a positive impact on company performance in South Korea. To actualize this concept in SMEs, it is crucial to comprehend how the Open Innovation concept, emphasizing cooperation and the open exchange of ideas, can support efforts to enhance entrepreneurial skills and orientation. Furthermore, understanding how religiosity can play a significant role in this context is important.

SMEs can leverage the Open Innovation concept by establishing robust collaborations with external parties. The objective of collaborating with external partners is to exchange ideas, complementing each other to create innovative offerings ([Henttonen & Lehtimäki, 2017](#)). Such collaboration may involve partnerships with universities, large companies, or research institutions to gain access to the latest knowledge, resources, and technology. This type of collaboration is instrumental in helping SMEs enhance their managerial skills and entrepreneurial orientation, as they receive valuable input and guidance from experts in various fields.

In an effort to enhance managerial skills, SMEs can leverage external resources. When implementing open innovation, the utilization of external resources can positively impact the finances and performance of SMEs ([Brunswick & Vanhaverbeke, 2015](#)). SMEs can actively participate in training and educational programs offered by external partners, enabling business owners and employees to broaden their knowledge and skills in management and entrepreneurship. This provides SMEs with access to the latest knowledge and practices, facilitating their adaptation to changes in the business environment.

Joining local or regional business and innovation communities is another way to integrate the concept of open innovation in SMEs. These communities can be valuable resources for sharing experiences and ideas with fellow entrepreneurs. This also opens up opportunities for wider collaboration and knowledge exchange that can enrich entrepreneurial orientation. The business community often holds a wealth of knowledge and experience that organizations can leverage. By engaging in communities, SMEs can access these resources, such as industry experts, mentors, and knowledge-sharing infrastructure ([Leckel et al., 2020](#)).

SMEs can implement Open Innovation practices in their operations, which involve receiving input from various sources such as customers, suppliers, and business partners. Additionally, collaboration with external parties, gaining access to external resources, and participating in the business community are crucial aspects. By incorporating these strategies, SMEs can consistently enhance their products and services to align with changing market needs. This aligns with research conducted by [Oduro \(2019\)](#), which indicates that the application of open innovation to SMEs offers market advantages, financial benefits, and knowledge enhancements. However, it also highlights potential obstacles, including challenges in collaboration and organizational aspects.

Open decision-making is a concept closely related to open innovation. It involves involving various stakeholders in the decision-making process, including employees, customers, and other external parties. In the context of open innovation, open decision-making can increase the diversity of perspectives

and speed up the innovation process (Radziwon & Bogers, 2019). When SMEs apply open innovation principles, they can utilize external ideas and knowledge to enrich their innovation portfolio. In addition, open decision-making can create broader involvement from various parties, fostering an environment that supports more effective exchange of ideas and collaboration. This can help companies be more responsive to market changes and produce better innovative solutions.

In the context of religiosity as a moderator, it is important to understand how religious values and beliefs can influence attitudes and behavior within the open innovation framework. When implementing open innovation, where collaboration and the exchange of ideas with external parties is key, the principles of business ethics instilled through religiosity can ensure that collaboration is carried out with integrity and honesty. Religiosity can motivate individuals to contribute to community empowerment through innovative initiatives aimed at providing benefits to all parties involved. Religiosity is also often related to social values, making SMEs that are supported by these values more open to learning and exchanging knowledge with external parties (Games, 2020).

By integrating the concept of open innovation into their business practices, SMEs can maximize their innovation potential. Leveraging external collaboration, additional resources, business communities, open innovation practices, and open decision-making can help develop strong managerial skills and entrepreneurial orientation. Additionally, religiosity can be used as an asset to strengthen commitment to innovation and sustainable business success. With this holistic approach, SMEs can build a strong foundation for long-term growth and success.

Conclusions, suggestions and limitations

In today's fast-paced and competitive business environment, firms encounter substantial challenges in achieving success and sustainability. To navigate these challenges effectively, organizations must develop and sustain their competitive advantage by leveraging their resources and capabilities. This study underscores that managerial competency (MC) and entrepreneurial orientation (EO) significantly contribute to business success (BS). Moreover, the research highlights the moderating role of religiosity in influencing the relationships between MC, EO, and BS. Therefore, SMEs are advised to integrate MC, EO, and religiosity into their strategic frameworks to enhance their prospects for success.

This paper enriches entrepreneurship literature by exploring how religiosity moderates the interplay between MC, EO, and BS. It also connects these findings with the concept of open innovation. Incorporating aspects of religiosity into open innovation practices within SMEs not only enhances innovation quality but also cultivates a favorable reputation among stakeholders. By recognizing the importance of religiosity, SMEs can focus their efforts on achieving sustainable and meaningful business outcomes.

Based on these insights, several recommendations are proposed for researchers and practitioners alike. Given the novelty of religiosity as a moderating factor, further research is encouraged to delve deeper into the mechanisms through which religiosity influences entrepreneurial behaviors. This could involve exploring specific religious values or practices that entrepreneurs draw upon in their decision-making processes and how these interact with MC and EO.

For aspiring and current entrepreneurs, this study emphasizes the criticality of developing managerial skills and embracing an entrepreneurial mindset. Educational programs and training initiatives should be tailored to equip entrepreneurs with the competencies and mindsets essential for achieving business success. Practitioners are encouraged to be culturally sensitive and attuned to the religious backgrounds of entrepreneurs. Recognizing the potential moderating effect of religiosity, businesses can adopt strategies that resonate positively with the religious values of their target markets or adjust their approaches to accommodate diverse religious perspectives.

However, it's important to acknowledge certain limitations of this study. The focus on the culinary industry may restrict the generalizability of findings to other sectors. Different industries exhibit distinct dynamics, consumer behaviors, and competitive landscapes that could influence the relationships among variables studied differently. Moreover, the study sample's representativeness of the broader population of culinary enterprises could be influenced by biases related to business types, geographic regions, or company sizes. Additionally, the impact of religiosity on business decisions and outcomes is intricately tied to cultural contexts, and the study may not fully capture the diverse cultural nuances affecting entrepreneurial dynamics.

In conclusion, while this study provides valuable insights into the roles of MC, EO, and religiosity in SME success, further research and nuanced understanding of cultural contexts are necessary to comprehensively grasp their implications across diverse entrepreneurial settings.

Competing Interests

The author(s) declare that there are no competing interests relevant to the content of this article.

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