Influence *Ecosystem Orchestration* and *Cross Sector Collaboration*Towards Improving the Performance of MSMEs in North Rawa Badak

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Abstract. This study seeks to examine the effects of ecosystem orchestration and cross-sector collaboration on enhancing the performance of MSMEs in Rawa Badak Utara Village, North Jakarta. In light of economic instability and market fluctuations in metropolitan regions, MSMEs must forge robust partnerships with many stakeholders within their business ecosystems, including government entities, the private sector, educational institutions, and local communities. This study employed a quantitative methodology via a survey of 76 MSMEs across diverse business sectors. Data were collected via a structured questionnaire and analyzed employing a multiple linear regression model. The research findings demonstrate that ecosystem orchestration exerts a substantial partial influence on MSME performance, although cross-sector collaboration does not exhibit a significant individual effect. Both variables concurrently exert a positive and significant influence on enhancing MSME performance in the investigated area. This study significantly contributes to the development of collaboration-based policies aimed at fostering the growth of MSMEs in urban areas, namely in the Rawa Badak Utara Subdistrict of North Jakarta.

Keywords: *MSME Efficacy, Ecosystem Coordination, Cross-Sector Collaboration*

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are an integral part of Indonesia's economic framework, serving as vital catalysts for local economies and fundamental pillars of national economic development. In metropolitan areas such as North Rawa Badak, North Jakarta, MSMEs contribute substantially by creating jobs, increasing community incomes, and strengthening regional economic autonomy. Entering an era of disruption (Suryadarma & Prasetyo, 2023), marked by rapid advances in digital technology, shifts in consumer consumption patterns, and increased market competition, MSMEs face substantial challenges in maintaining and growing their businesses (Asrul et al., 2021; He et al., 2023).

In this situation, ecosystem orchestration techniques are becoming increasingly important. This term refers to the capacity of key actors or stakeholders to organize, structure, and connect diverse elements within a business ecosystem to generate collective value in a specific location (Hendrawan et al., 2024; Podger & Kettl, 2024). This process involves collaboration between commercial entities, capital and resource providers, financial institutions, government agencies, and local communities. Cross-sector collaboration is a crucial strategy that emphasizes synergistic partnerships between the public and private sectors, academia, and civil society to foster innovation and enhance the effectiveness of MSME growth.

This research stems from the low competitiveness of several MSMEs in the Rawa Badak Utara area of North Jakarta, which continue to face various challenges, including limited financing, market access, and managerial skills. This situation requires strategies that can address these challenges through efficient cross-sector collaboration and organized ecosystem management. The main objective of this project is to empirically investigate the influence of ecosystem orchestration and cross-sector collaboration on improving MSME performance, with the hope that these findings will inform strategic considerations for local stakeholders. Several previous studies have underscored the importance of ecosystem orchestration for MSMEs, including Smallbone et al. (2022), who investigated the role of entrepreneurial ecosystem orchestration in fostering MSME innovation in developing countries; Fang et al. (2022), who

formulated a framework for sustainable ecosystem orchestration to enhance MSME resilience; and Wang and Lau (2022), who discussed proactive government involvement in orchestrating MSME ecosystems in Southeast Asia through policies and support initiatives.

This study (Tajvarpour & Pujari, 2022) examines the impact of network collaboration, particularly cross-sector collaboration, on the economic performance of MSMEs, with innovation and internationalization as mediators. These findings demonstrate the existence of coordination between government, academia, and industry.

This study examines how government policies, both financial and non-financial, influence the entrepreneurial orientation and performance of MSMEs through collaboration with the private sector and NGOs (Prasannath et al., 2024). Support mechanisms, including training and market access, have been shown to be substantial (Guimarães et al., 2021). This systematic analysis outlines the types of cross-sector collaborations, such as MSME-university partnerships, that facilitate MSME internationalization. Case examples from Europe and Asia highlight the role of government as a facilitator.

This study aims to enhance the scientific literature and offer evidence-based policy suggestions for empowering MSMEs in urban environments by analyzing these two key variables.

Ecosystem orchestration involves organizing, coordinating, and aligning diverse actors, resources, and activities within a business or innovation ecosystem to generate, develop, and sustain shared value for all stakeholders involved (Lingens & Huber, 2023).

In the MSME sector, ecosystem orchestration refers to organized initiatives aimed at fostering collaboration among small business stakeholders, government agencies, the private sector, financial institutions, academia, and communities to create an environment conducive to MSME growth and competitiveness. Tabas et al. (2023); Linde et al. (2021)

Cross-sector collaboration is a collaborative process involving diverse sectors or stakeholders, including government, private companies, civil society organizations, academics, and communities, to achieve shared goals that cannot be achieved effectively alone (Kasumaningrum et al., 2024). Furthermore, cross-sector collaboration is a collaborative effort that brings together participants from the public, nonprofit, and/or private sectors to drive social innovation and address complex challenges. Mayr, 2022

According to Bone's study of MSMEs in Southeast Asia, microenterprise performance is defined as the capacity to maintain operations, achieve financial viability, and adapt to market fluctuations despite limited resources. This performance is evaluated through survival rates, revenue growth, and employment stability (Barbosa et al., 2020). MSME success in achieving its business goals is assessed using various indicators, including revenue growth, profit growth, customer acquisition, operational efficiency, competitiveness, product innovation, and the ability to survive and thrive in a dynamic business landscape (Shakina et al., 2021).

METHOD

This study focuses on the population of Micro, Small, and Medium Enterprises (MSMEs) located in the Rawa Badak Utara District, North Jakarta. This population encompasses various sectors, such as culinary, retail, services, and crafts, which are actively operating in the area and have been recognized by the sub-district government and the local MSME association.

To increase research efficiency within a large population, a sampling technique was employed. Specifically, a purposive sampling method was employed, where respondents were selected based on predetermined criteria, including a

minimum operational duration of two years, business scale (micro and small), and involvement in partnership initiatives or programs relevant to the business ecosystem and cross-sector collaboration. Therefore, the following criteria were established: a sample size of 76 MSMEs, considered representative of the characteristics of the overall population. The sample for this study was determined using the Slovin formula (Nurkholis et al., 2024) with a 10% margin of error. (Apriyana et al., 2024)

This sample aims to produce a valid and reliable assessment of the relationship between ecosystem orchestration and cross-sector collaboration on MSME performance, particularly within the socio-economic framework in urban areas such as Rawa Badak Utara in North Jakarta. Using multiple linear regression, a statistical analysis technique designed to determine the impact of two or more independent variables on a single dependent variable, this method assumes a linear relationship. This method is used when researchers want to evaluate the extent to which independent variables, both individually and collectively, can influence the dependent variable.

RESULTS AND DISCUSSION

In this study, a validity test was conducted to ensure that each measurement instrument used was truly capable of representing the constructs of the variables studied, namely ecosystem orchestration (X_1), cross-sector collaboration (X_2), and MSME performance (Y). The validity test used a two-sided correlation analysis at a significance level of $\alpha = 0.05$, with an r-table value of 0.227 as the minimum limit of item validity. The test results showed that all items used met the validity criteria, namely 10 items in the ecosystem orchestration variable, 10 items in the cross-sector collaboration variable, and 12 items in the MSME performance variable had an r-count value greater than the r-table (r-count value > 0.218). This confirms that all items in the research instrument were proven to be empirically valid and capable of

accurately measure each construct. Thus, the instrument used can be relied upon as a representative measuring tool in exploring respondents' perceptions of the dynamics of ecosystem orchestration, cross-sector synergy, and their impact on improving MSME performance. Bottom of the Form

The reliability test of this research instrument aims to verify that each item measuring the variables of ecosystem orchestration (X_1), cross-sector collaboration (X_2), and MSME performance (Y) demonstrates strong internal consistency. The results of the reliability analysis indicate that all variables significantly exceed the reliability criteria. Ecosystem orchestration recorded a calculated r-value of 0.803, exceeding the r-table threshold of 0.60. Meanwhile, the cross-sector collaboration variable achieved an r-value of 0.827, and MSME performance obtained an r-value of 0.804, both reflecting a very high level of reliability. These findings confirm that the research instrument is not only content-valid but also consistently measures the constructs. Consequently, the data generated from this instrument is reliable and provides a strong basis for drawing accurate conclusions in further analysis.

The findings of the multiple regression analysis conducted using SPSS software are presented in Table 1 as follows:

Based on the results presented in Table 1, the complete multiple linear regression model equation can be constructed as follows: $Y = 24.852 + 0.394X_1 + 0.154X_2$. This equation indicates that MSME performance (Y) is statistically positively influenced by ecosystem orchestration (X_1) and cross-sector collaboration (X_2). The constant value of 24.852 illustrates that if both independent variables are zero, then MSME performance remains at the baseline value of 24.852. The regression coefficient of 0.394 on X_1 indicates that

every one-unit increase in ecosystem orchestration will increase MSME performance by 0.394 units, assuming other variables remain constant. Similarly, the coefficient of 0.394 on X_2 indicates that every one-unit increase in cross-sector collaboration will drive an increase in MSME performance by 0.394 units. This equation not only reflects the mathematical relationship between variables but also provides empirical evidence that ecosystem orchestration and cross-sector collaboration are strategic factors capable of significantly driving the growth and competitiveness of MSMEs.

This test aims to determine the partial impact of independent variables, specifically ecosystem orchestration and cross-sector collaboration, on the dependent variable, namely MSME performance. Determining the significance of the influence of these variables depends on the probability value (significance) and the t-test. Specifically, a significance value (sig) below 0.05 indicates that the independent variable has a significant influence on the dependent variable. Conversely, a significance value above 0.05 indicates no significant influence. Furthermore, using the t-test, if the calculated t-value exceeds the table t-value, the influence of the variable is considered significant; otherwise, the influence is considered insignificant. This methodology ensures the validity of conclusions regarding the relationship between variables.

Hypothesis Testing I

This study uses a hypothesis test to assess the partial impact of ecosystem orchestration on MSME performance. The null hypothesis (H_0) states there is no effect, while the alternative hypothesis (H_1) states there is an effect. The t-table value is calculated using the formula $t(\alpha/2; n - k - 1)$, with α set at 0.05, the number of respondents (n) 76, and two independent variables (k), resulting in a t-table value of 1.993.

The calculation results show that the t-count for the ecosystem orchestration variable (X_1) is 2.446, exceeding the t-table value, with a significance level of 0.016, which is smaller than 0.05. As a result, H_0 is rejected and H_1 is accepted, which indicates that ecosystem orchestration has a positive and significant partial effect on MSME performance. Therefore, it can be concluded that management strategies and synergy in the business ecosystem play an important role in improving MSME performance.

Hypothesis Testing II.

In this study, hypothesis testing was conducted to determine the partial effect of cross-sector collaboration on MSME performance. The null hypothesis (H_0) states there is no effect, while the alternative hypothesis (H_1) states there is an effect. The t-table value was determined using the formula $t(\alpha/2; n - k - 1)$, where $\alpha = 0.05$, the number of respondents (n) = 76, and the number of independent variables (k) = 2, resulting in a t-table value of 1.993. The analysis results show that the t-count value for the cross-sector collaboration variable (X_2) is 1.100, which is smaller than the t-table value, and has a significance level of 0.275 which is greater than 0.05. Thus, H_0 is rejected and H_1 is accepted, which means that cross-sector collaboration partially has no effect on MSME performance. These findings confirm that cross-sector collaboration has not optimized the competitiveness of MSMEs through synergy between business actors, government agencies, and the private sector that encourages increased capacity and sustainable business performance.

Hypothesis Testing III:

The F test or simultaneous test in this study is used to determine the extent to which the independent variables, namely ecosystem orchestration and cross-sector collaboration, jointly influence the dependent variable, namely MSME performance. Decision making in this test is based on two criteria: if the significance value (sig) <0.05 or F count > F table, then

there is a significant simultaneous influence; conversely, if sig > 0.05 or F count < F table, then there is no simultaneous influence. The hypotheses tested are: H_0 states that there is no simultaneous influence, while H_1 states that there is a simultaneous influence between the two independent variables on MSME performance. The determination of the F table value is carried out using the formula F (k; n - k), with the number of respondents (n) = 76 and the number of independent variables (k) = 2, so that the F table is 2.73. The calculation results show a calculated F value of 9.808, far exceeding the F table with a significance level of 0.000, which is much smaller than 0.05. Based on these results, H_0 is rejected and H_1 is accepted, meaning that ecosystem orchestration and cross-sector collaboration simultaneously have a positive and significant impact on improving MSME performance. These findings provide strong evidence that the combination of synergy within the business ecosystem and cross-sector collaboration is a crucial foundation for strengthening the competitiveness and sustainability of MSMEs in an era of dynamic competition.

The coefficient of determination test measures the extent to which independent variables, specifically ecosystem orchestration and cross-sector collaboration, explain variation in the dependent variable, MSME performance (Y). This analysis involves calculating the coefficient of determination by squaring the correlation coefficient, which is then interpreted as the percentage contribution of the independent variables to improving MSME performance. A higher coefficient of determination indicates a greater proportion of influence of the independent variables in accounting for changes in overall MSME performance. Thus, this test explains the capacity of ecosystem orchestration and cross-sector collaboration strategies to effectively drive the progress of micro, small, and medium enterprises amidst the challenges of a dynamic business environment.

Based on the results displayed in Table 3, the R Square value is 0.212, indicating that the ecosystem orchestration (X_1) and cross-sector collaboration (X_2) variables together are able to explain 21.2% of the variation in MSME performance (Y). This means that the dynamics of improving MSME performance can be explained by the strength of the synergy of business ecosystem management and the establishment of cross-sector collaboration. Meanwhile, the remaining 78.8% is influenced by other factors outside this research model, which can include aspects such as product innovation, access to financing, digitalization, and human resource capacity. The correlation coefficient (R) value of 0.460 indicates a positive and quite strong relationship between the two independent variables and MSME performance, because it is in the range of 0.40–0.599. This finding provides a convincing picture that the success of MSMEs is inseparable from efforts to build a well-orchestrated ecosystem and establish sustainable cross-sector strategic partnerships.

The test results show that the ecosystem orchestration variable (X1) has a significant effect on the MSME performance variable (Y) in Rawa Badak Utara District, North Jakarta. The calculated t-value for ecosystem orchestration (X_1) is 2.446, exceeding the table t-value, and the significance level is 0.016, which is below 0.05. This finding is in line with Malodia et al. (2022), who discussed how digital platforms can orchestrate business ecosystems to improve MSME performance through the application of dynamic capabilities. In addition, Shi et al. (2024) showed that digital ecosystem orchestration improves MSME agility and performance.

Based on the research results, there is no partial influence of the cross-sector collaboration variable (X2) on the performance variable of MSMEs in Rawa Badak Utara District, North Jakarta. The analysis results show that the t-value of the

cross-sector collaboration variable (X_2) is 1.100, smaller than the t-table value, and has a significance level of 0.275, greater than 0.05. The results of the study analyze the influence of innovation, collaboration, and the use of social media on the performance of MSMEs in DKI Jakarta. The quantitative method used with multiple linear regression analysis techniques on MSME respondent data. The results show that collaboration does not have a significant effect on MSME performance, while innovation and social media have a significant effect. This study suggests the importance of increasing innovative capabilities and utilizing digital media rather than solely relying on cross-stakeholder collaborative relationships. (Lily Deviastri & Lily Deviastri, 2022)

Furthermore, it can be articulated that there is a positive and significant impact between the ecosystem orchestration variables (X1) and cross-sector collaboration (X2) collectively on the MSME performance variable (Y) in Rawa Badak Utara District, North Jakarta. This conclusion is supported by the F distribution table. The calculated F value of 9.808 substantially exceeds the F table value of 2.73, with a significance level of 0.000, which is much smaller than 0.05. Several studies support this discussion: Belitski & Rejeb (2022) examined how MSMEs utilize collaboration within the ecosystem for business expansion; Tinits et al. (2025) explained the function of digital capabilities as a mediator in the relationship between ecosystem orchestration and MSME internationalization; and Khazaee-Pool et al. (2023) showed how cross-sector collaboration between NGOs, government, and MSMEs in Iran fostered innovative solutions for healthcare distribution and economic recovery.

CONCLUSION

In general, the research results can be explained that ecosystem orchestration has a partial effect on improving MSME performance, cross-sectoral collaboration has no partial effect on improving MSME performance, and ecosystem orchestration and cross-sectoral collaboration simultaneously have an effect on improving MSME performance in Rawa Badak Utara sub-district, North Jakarta. This indicates that the coordination and management efforts of actors in the business ecosystem have been running optimally or are strong enough to directly drive performance improvement. Meanwhile, the cross-sectoral collaboration variable has been proven to have no significant effect on MSME performance, which means that collaboration between the public sector has not played a role in improving MSME performance, some private sectors, academics, and local communities have not had a positive impact on increasing competitiveness, resource access, and innovation of MSMEs. Furthermore, when analyzed simultaneously, ecosystem orchestration and cross-sectoral collaboration together have a significant effect on improving MSME performance. This finding confirms that although cross-sectoral collaboration has not had a strong impact, its existence remains important as a supporting element in strengthening the effectiveness of ecosystem orchestration, so that collectively it can drive better MSME performance in Rawa Badak Utara sub-district, North Jakarta.

SUGGESTION

Enhancing collaborative roles: Local governments should encourage the active participation of the private sector, academia, and communities in supporting MSMEs, particularly through training programs, business incubation, and increased access to financing. Cross-sector collaboration must be more systematic and results-focused.

Improving ecosystem orchestration is crucial, as its effectiveness has been demonstrated; it must be maintained and strengthened through synergistic management of key stakeholders, such as by establishing sub-district-level MSME

coordination forums to strengthen local networks.

Improving the quality of collaboration requires a shift from simply forming partnerships to fostering productive and meaningful collaboration, including joint product creation initiatives, supply chain integration, and digital collaboration through shared platforms.

A systematic evaluation framework is essential to assess the success of cross-sector collaboration, which includes quantifying the tangible contributions of each participant in improving innovation, efficiency, and market access for MSMEs.

Village and sub-district governments can establish proactive policies that encourage cross-sector synergy, such as collaborative incentive rules or rewards for businesses and partners involved in the MSME ecosystem.

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