

The Effect of Intellectual Capital, Market Orientation, Gender, Education Level, and Partnership on the Success of Msmes in Medan Area District

Dira Viona¹, Rizky Putra², Muller Tamba³

¹²³Universitas Harapan Medan

Corresponding Author: dira.viona888@gmail.com

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Abstract: *The success of Micro, Small, and Medium Enterprises (MSMEs) is crucial for regional economies, yet many business owners still face competitiveness challenges amidst market dynamics. This study aims to analyze the effect of intellectual capital, market orientation, gender role, education level, and partnership on the success of culinary MSMEs in Medan Area District. An associative quantitative approach was employed using a saturated sampling method involving 108 MSME owner or manager respondents. Data were collected via questionnaires and analyzed using multiple linear regression. The results indicate that intellectual capital, gender role, and partnership have a positive and significant effect on business success. Conversely, market orientation and education level do not have a significant partial effect. Simultaneously, all five variables significantly affect MSME success. In conclusion, strengthening intellectual capital, leveraging gender roles, and expanding partnerships are the most dominant key factors in enhancing sustainable MSME success and competitiveness.*

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Introduction

Micro, Small, and Medium Enterprises (MSMEs) play an important role in the Indonesian economy through their contributions to employment, income generation, and regional economic development. According to the Ministry of Cooperatives and SMEs of the Republic of Indonesia (2025), MSMEs contribute more than 60% of national Gross Domestic Product (GDP) and absorb more than 97% of the national workforce. These contributions highlight the importance of MSME sustainability and business success, particularly in

increasingly competitive markets. However, the growing number of businesses does not necessarily guarantee that individual enterprises can maintain stable performance and achieve sustainable growth. Business success also depends on how entrepreneurs manage their resources, respond to market conditions, develop managerial capabilities, and establish business relationships.

This situation is relevant to the culinary MSME sector in Medan Area District, Medan City, North Sumatra, where business actors face competition in meeting consumer needs and maintaining business continuity. The development of culinary businesses creates opportunities for economic growth but also increases the need for effective business management and adaptation. The manuscript's preliminary data indicate fluctuations in the number of MSMEs in Medan Area District, from 1,235 units in 2021 to 1,348 units in 2025. The manuscript also reports fluctuations in culinary MSME revenue, including a decline of 10.67% in 2025. These figures suggest that business expansion does not automatically correspond to consistent business success. However, the data on MSME numbers, revenue changes, and the reported contribution of MSMEs to Medan City's Gross Regional Domestic Product (GRDP) require clear, traceable references from official statistical publications or relevant government agencies. Once verified, these data can provide a stronger empirical foundation for examining the factors associated with culinary MSME success in the study area.

Five factors are considered relevant to understanding this business phenomenon: intellectual capital, market orientation, gender roles, education level, and partnership. Intellectual capital represents the knowledge, skills, experience, and business relationships that entrepreneurs can utilize to manage operations and develop competitive advantages (Soetedjo & Mursida, 2021). Market orientation concerns the ability to understand customer needs, monitor competitors, and use market information in business decisions. Gender roles are examined in relation to the characteristics and social roles associated with business management and decision-making, without assuming the superiority of any gender. Education level represents formal educational attainment that may contribute to entrepreneurs' knowledge and managerial capabilities. Meanwhile, partnerships can provide access to suppliers, information, capital, technology, marketing channels, and business networks. Examining these five variables together enables a more comprehensive assessment of internal resources, managerial characteristics, and external relationships associated with the success of culinary MSMEs in Medan Area District.

From a theoretical perspective, the relationship between these factors and business success can be understood through perspectives on business resources, human capital, market orientation, gender roles, and partnerships. Nevertheless, the contribution of each factor may depend on the characteristics of the business and its operating environment. Formal education, for example, may not necessarily translate into business success when practical experience and operational skills play an important role in daily activities. Similarly, access to market information may not be sufficient if entrepreneurs cannot translate that information into appropriate business strategies. Partnerships may help overcome resource limitations, while intellectual capital may support the effective utilization of available resources. These considerations indicate the need to examine the five variables within the specific context of culinary MSMEs rather than assuming that each factor contributes to business success in the



same way across different business settings.

Previous empirical studies have also reported inconsistent findings regarding the relationships between several of these variables and MSME success. Salam et al. (2023) reported a positive relationship between intellectual capital and MSME success, while further examination of findings across different research contexts is needed to establish the consistency of this relationship. Regarding education level, Prakoso and Bachtiar (2022) found no significant effect on business success, whereas Syahadatina et al. (2022) reported a positive effect. Studies on market orientation have likewise produced different findings, with some reporting positive associations with MSME performance and others indicating that the relationship may depend on business characteristics and the use of market information. Research on gender roles and partnerships also warrants further examination in the context of local culinary businesses. These differences constitute an empirical gap because the findings from previous studies do not provide a consistent explanation of how the selected factors relate to MSME success across different settings. However, claims of inconsistency should be supported by directly relevant studies for each variable, including the findings and research contexts reported in the cited publications.

Based on these theoretical considerations and empirical inconsistencies, this study examines the relationship of intellectual capital, market orientation, gender roles, education level, and partnership with the success of culinary MSMEs in Medan Area District. Its specific contribution is to assess these five variables jointly within a defined local business context, providing context-specific empirical evidence on their partial and simultaneous relationships with business success. The findings are expected to contribute to the discussion of MSME success and provide practical insights for business owners and relevant stakeholders in identifying areas that may require greater attention to strengthen business competitiveness and sustainability.

Research Methods

This study used an associative approach with a quantitative approach to determine the relationship and influence of independent variables—intellectual capital, market orientation, gender roles, education level, and partnerships—on the success of MSMEs. The study was conducted in Medan Area District, Medan City, North Sumatra, from January to August 2026.

The research population was all 108 culinary sector MSMEs in Medan Area District based on data from the Medan City Cooperatives and SMEs Office in 2026. The sample was determined using a non-probability sampling technique with a saturated sampling method, so that all members of the population were sampled and 108 respondents were obtained who met the research criteria. The data used consisted of primary and secondary data. Primary data was obtained through distributing questionnaires to MSME owners or managers, while secondary data was obtained from the Medan City Cooperatives and SMEs Office, BPS, scientific journals, books, and related literature.

Data collection techniques were conducted through a survey using a questionnaire with

a five-level Likert scale, then the data were examined, coded, tabulated, and processed using IBM SPSS Statistics. Data analysis included classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests, followed by multiple linear regression to determine the effect of independent variables on the success of MSMEs. Next, the coefficient of determination (R^2), partial t-test, and F-test were performed simultaneously to test the research hypothesis.

Results and Discussion

Classical Assumption Test

1. Normality Test

Table 1. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		108
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	4.57090109
Most Extreme Differences	Absolute	.077
	Positive	.066
	Negative	-.077
Test Statistics		.077
Asymp. Sig. (2-tailed)		.137 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the results of the normality test using Kolmogorov-Smirnov, the Asymp.Sig value of 0.137 is greater than 0.05, so it can be concluded that the data is normally distributed.

2. Multicollinearity Testing

Table 2. Multicollinearity Test Results

		Coefficients ^a		Standardized Coefficients		Collinearity Statistics	
		Unstandardized Coefficients	Std. Error	Beta	t	Sig.	Tolerance VIF
Model 1	(Constant)	2,242	3,902		.575	.567	
	<i>IntellectualCapital</i>	.428	.126	.330	3,402	.001	.581 1,720
	Market Orientation	.082	.144	.058	.569	.570	.532 1,880
	Gender roles	.241	.114	.220	2,114	.037	.506 1,977
	Level of education	.066	.091	.055	.729	.467	.949 1,053
	<i>Partnership</i>	.276	.126	.197	2,188	.031	.678 1,475

a. Dependent Variable: Business Success

Source: Processed data, 2026.



In Table 2, the results of the multicollinearity test above, the results of the calculation of the tolerance value show that the intellectual capital variable (X1) has a value of 0.581, the market orientation variable (X2) has a value of 0.532, the gender role variable (X3) has a value of 0.506, the education level variable (X4) has a value of 0.949, and the partnership variable (X5) has a value of 0.678, so it can be stated that there are no independent variables that have a tolerance value of less than 0.1. Results The VIF value calculation also shows that the intellectual capital variable (X1) has a value of 1.720, the market orientation variable (X2) has a value of 1.880, the gender role variable (X3) has a value of 1.977, the education level variable (X4) has a value of 1.053, and the partnership variable (X5) has a value of 1.475. So it can be concluded that there is no multicollinearity between the independent variables in the regression model.

3. Heteroscedasticity Test

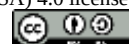
Table 3. Glejser Test

Model	Coefficients ^a		Standardized Coefficients	t	Sig.
	Unstandardized Coefficients	Std. Error			
1 (Constant)	4,535	2,355		1,925	.057
<i>IntellectualCapital</i>	-.318	.076	-.501	1,182	.391
Market Orientation	.130	.087	.187	1,496	.138
Gender Roles	.045	.069	.084	.653	.515
Level of education	.010	.055	.017	.176	.860
<i>Partnership</i>	.061	.076	.088	.797	.427

a. Dependent Variable: Abs_Res

Source: Processed data, 2026.

Based on the output above, the significance value (Sig.) for the variable is known. *intellectualcapital* (X1) is 0.391, the significance value (Sig.) of the market orientation variable (X2) is 0.138, the significance value (Sig.) of the gender role variable (X3) is 0.515, the significance value (Sig.) of the education level variable (X4) is 0.860, and the significance value (Sig.) of the partnership variable (X5) is 0.427. Because the significance value of the four variables above is greater than 0.05, then according to the basis for decision making in the glejser test, it can be concluded that there are no symptoms of heteroscedasticity in the regression model.



Multiple Linear Regression Equation

Table 4. Results Multiple Linear Regression Test

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Tolerance
	B	Std. Error	Beta				
1 (Constant)	2,242	3,902			.575	.567	
<i>Intellectual Capital</i>	.428	.126	.330	3,402	.001		.581
<i>Market Orientation</i>	.082	.144	.058	.569	.570		.532
<i>Gender Roles</i>	.241	.114	.220	2,114	.037		.506
<i>Level of education</i>	.066	.091	.055	.729	.467		.949
<i>Partnership</i>	.276	.126	.197	2,188	.031		.678

a. Dependent Variable: Business Success

Source: Processed data, 2026.

$$Y = 2.242 + 0.428X_1 + 0.082X_2 + 0.241X_3 + 0.066X_4 + 0.276X_5$$

1. $a = 2.242$ or the regression constant, which means that if there is no independent value of the variables X_1 (intellectual capital), X_2 (market orientation), X_3 (role gender), X_4 (education level) and X_5 (partnership). In this case, if X_1 , X_2 , X_3 , X_4 and X_5 are equal to 0 (zero), then business success will increase by 2.242.
2. $b_1 = 0.428$ for the independent variable X_1 (intellectual capital) which is positive indicates that an increase in intellectual capital by 1 unit will increase business success by 0.428 units.
3. $b_2 = 0.082$ for the independent variable X_2 (market orientation) which is positive indicates that an increase in market orientation by 1 unit will increase business success by 0.082 units.
4. $b_3 = 0.241$ for the independent variable X_3 (role gender) which is positive indicates that the increase role A 1 unit difference in gender will increase business success by 0.241 units.
5. $b_4 = 0.066$ for the independent variable X_4 (level of education) which is positive indicates that an increase in the level of education by 1 unit will increase business success by 0.066 units.
6. $b_5 = 0.276$ for the independent variable X_5 (partnership) which is positive indicates that a 1 unit increase in partnership will increase business success by 0.276 units.

Hypothesis Testing Results

1. F test

Table 5. Simultaneous Test Results (F Test)

ANOVA					
Model		Sum of Squares	df	Mean Square	F
1 Regression		1768,620	5	353,724	16,139
Residual		2235.566	102	21,917	



Total	4004.185	107
a. Dependent Variable: Business Success		
b. Predictors: (Constant), Partnership, Education Level, Intellectual Capital, Market Orientation, Gender		
Source: Processed data, 2026.		

From The results of the F test above show that F count > F table ($16.139 > 2.689$) or sig F < 5% ($0.000 < 0.05$). This means that the variables of intellectual capital, market orientation, gender roles, education level, and partnership have a positive and significant effect on the business success variable.

2. t-test

Table 6. t-Test Results

Coefficients ^a								
		Standardized				Collinearity		
		Coefficients		Coefficients		Statistics		
		Std.				Tolerance		
Model	B	Error	Beta	t	Sig.	e	VIF	
1 (Constant)	2,242	3,902		.575	.567			
Intellectual Capital	.428	.126	.330	3,402	.001	.581	1,720	
Market Orientation	.082	.144	.058	.569	.570	.532	1,880	
Gender Roles	.241	.114	.220	2,114	.037	.506	1,977	
Level of education	.066	.091	.055	.729	.467	.949	1,053	
Partnership	.276	.126	.197	2,188	.031	.678	1,475	
a. Dependent Variable: Business Success								

Source: Processed data, 2026.

From the t-table value with degrees of freedom $df = (nk-1)$ ($108-5-1 = 102$) and a significance level of 5% is 1.983. The t-count value for $X_1 < t\text{-table}$ ($3.402 > 1.983$) and the Sig. value ($0.001 < 0.05$), then intellectual capital has a positive and significant effect on business success. The t-count value for $X_2 < t\text{-table}$ ($0.569 < 1.983$) and the Sig. value ($0.570 > 0.05$), then market orientation has a positive and insignificant effect on business success. The t-count value for $X_3 > t\text{-table}$ ($2.114 > 1.983$) and the Sig. value ($0.037 < 0.05$), then gender roles have a positive and significant effect on business success. The calculated t-value for $X_4 < t\text{-table}$ ($0.729 < 1.983$) and the Sig. value ($0.467 > 0.05$), so the level of education does not affect business success. The calculated t-value for $X_5 > t\text{-table}$ ($2.188 > 1.983$) and the Sig. value ($0.031 < 0.05$), so the partnership has a positive and significant effect on business success.

Determination Test

Table 7. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.665a	.442	.414	4.68159
a. Predictors: (Constant), Partnership, Education Level, Intellectual Capital, Market Orientation, Gender Role				
b. Dependent Variable: Business Success				

Source: Processed data, 2026.

From the table above, the R Square value is 0.442. This shows that the business success variable (Y) is influenced by variables X1 (intellectual capital), X2 (market orientation), X3 (gender role), education level (X4) and partnership (X5) by 44.2% and the remaining 55.8% is determined by other variables not examined in this study.

Discussion

The Influence of Intellectual Capital on Business Success

The regression test results show that intellectual capital has a positive and significant effect on business success, with a t-value of $3.402 > 1.983$ and a significance value of $0.001 < 0.05$. The results of the study indicate that intellectual capital has a positive and significant effect on the success of MSMEs. This finding indicates that the ability of business actors to manage knowledge, skills, experience, and business networks is an important factor in increasing competitiveness and business success. The higher the quality of intellectual capital possessed by MSME actors, the greater the opportunity for business to grow sustainably. This finding is in line with the Resource Based View Theory which states that knowledge-based resources are strategic assets capable of creating competitive advantages that are difficult for competitors to imitate.

The results of this study align with the Resource-Based Theory (RBT) proposed by Barney (2021), which states that valuable, rare, difficult to imitate, and irreplaceable resources will become a source of competitive advantage that can improve organizational performance. Intellectual capital is a strategic resource that can create added value for MSMEs, thereby driving business success. The results of this study also align with research by Salam et al. (2023) which states that human capital, structural capital, and relational capital have a positive influence on MSME business success, as well as research by Wahyuni et al. (2023) and Purwati et al. (2021) which found that intellectual capital has a positive influence on business success.

The Influence of Market Orientation on Business Success

Based on the results of the regression test, it was found that market orientation did not have a significant effect on business success, as indicated by the calculated t value of 0.569 which was smaller than the t table of 1.983 and a significance value of $0.570 > 0.05$. These results indicate that market orientation has not been a factor that directly determines the success of culinary sector MSMEs in Medan Area District, so the hypothesis stating that market orientation has an effect on business success cannot be accepted.

The results of this study are not in line with the theory *Market Orientation* which explains that understanding customers, competitors, and coordinating market information can help



companies create value and increase business success. However, empirically, the conditions of culinary MSMEs in Medan Area District show different characteristics. Based on observations during the questionnaire distribution, business actors generally run their businesses directly and simply, so business decisions are based more on daily experience than formal market analysis. Business actors understand consumer needs through orders, complaints, purchasing habits, and direct interactions with customers, but this information has not been widely used to conduct market research or develop strategies based on competitor analysis.

This situation is also evident in how businesses retain their customers. In micro-scale culinary businesses, consumers generally consider factors that are immediately perceived, such as accessible location, affordable prices, taste, product quality, service, and trust in the seller. Some businesses focus more on maintaining product taste and quality and retaining existing customers than on systematically monitoring competitor strategies. In fact, some businesses have loyal customers due to proximity and established relationships, so business success does not always depend on how formally the business implements market orientation.

Furthermore, competition in local culinary businesses isn't always addressed through in-depth competitor analysis. Businesses tend to respond to competitors practically, for example by adjusting prices, adding menu items, improving service, or following current food trends. These responses are more spontaneous, based on experience and direct observation in the field. As a result, market orientation in the form of *customer orientation*, competitor orientation, and interfunctional coordination are not yet strong enough strategic capabilities to produce statistical differences in business success.

The results of this study are different from Prasetyo's research. el at. (2024), Satyanegara & Yusup (2024), Tjahjadi el at., (2022), Jamaludin (2022), Setiyono el at., (2022), and Ardy el at., (2023) found that market orientation has a positive effect on the performance and success of MSMEs. This difference can be caused by business characteristics, business scale, market conditions, and the ability of business actors to process market information. In this study, the characteristics of culinary MSMEs that tend to be micro-scale and oriented towards the local market cause operational factors that are closer to consumer purchasing decisions to be more dominant compared to the formal application of market orientation.

Thus, the insignificance of market orientation does not imply that understanding consumers and competitors is unimportant. The research findings further indicate that in culinary MSMEs in Medan Area District, business success is currently largely driven by the practical ability to maintain product, price, location, service, and customer relationships. Market orientation is more likely to have an impact. If business actors not only obtain information from customers and competitors but are also able to systematically process that information into product innovations, pricing strategies, service improvements, and planned business decisions. Thus, these findings indicate that market orientation has not yet become a dominant source of competitive advantage in the culinary MSMEs studied.

The Influence of Gender Role Perception on Business Success

Based on the results of the regression test, it was found that the perception of gender roles

had a positive and significant effect on business success, as indicated by the calculated t value of 2.114, which was greater than the t table of 1.983, and a significance value of $0.037 < 0.05$. These results indicate that the perception of gender roles has an effect on the success of culinary sector MSME businesses in Medan Area District, so the hypothesis stating that the perception of gender roles has an effect on business success can be accepted.

Theoretically, the results of this study align with the Gender Theory proposed by Fakih (2022), which explains that differences in social roles between men and women can influence how individuals make decisions, manage resources, build relationships with customers, and develop their businesses. In the context of entrepreneurship, these differences in characteristics do not indicate that one gender is superior, but rather that each has advantages that can support business success if optimally utilized.

Based on field conditions, the majority of culinary MSMEs in Medan Area District are women who act as business owners and managers. During the study, women generally demonstrated meticulousness in maintaining product quality, providing customer service, and managing business finances, as well as being more active in utilizing social media. Meanwhile, male entrepreneurs tended to be more active in expanding their business networks, procuring raw materials, and making decisions related to business development. These differences in characteristics support each other in improving business performance, making gender a factor influencing the success of culinary MSMEs in Medan Area District.

The results of this study align with those of Tina & Fourqoniah (2022), which found that perceptions of gender roles have a positive and significant impact on the success of MSMEs. Therefore, these results indicate that differences in characteristics between men and women in business management can contribute to business success, especially when supported by managerial skills, experience, and sound business management strategies.

The Influence of Education Level on Business Success

Based on the results of the regression test, it was found that the level of education did not have a significant effect on business success, as indicated by the calculated t value of 0.729 which was smaller than the t table of 1.983 and a significance value of $0.467 > 0.05$. These results indicate that the level of formal education possessed by culinary sector MSMEs in Medan Area District has not been a determining factor in business success, so the hypothesis stating that the level of education has an effect on business success cannot be accepted.

Theoretically, the results of this study are not fully in line with *Human Capital Theory* Becker (2023) explains that education is an investment in human resources that can improve an individual's knowledge, skills, productivity, and performance. However, human capital is formed not only through formal education but also through experience, informal learning, training, and hands-on practice. In the context of culinary MSMEs, these capabilities can be developed more strongly through business experience than through formal education alone.

Based on empirical conditions in the field, the operational activities of culinary MSMEs in Medan Area District are largely carried out directly by the business owners. Under these conditions, business success is more closely tied to practical skills, such as understanding customer preferences, determining prices, managing raw materials and costs, maintaining



quality and taste, and making quick decisions. These skills are developed through experience and learning from everyday business situations. Therefore, formal education and practical skills are two distinct forms of human capital, so a higher level of education does not automatically indicate higher business operational capabilities.

In addition to experience, entrepreneurs also gain knowledge through self-study, observation of other businesses, digital media, and relationships with family, customers, and suppliers. In the culinary industry, knowledge such as recipes, processing techniques, and how to maintain flavor can even be acquired from family experiences and passed down from generation to generation. This practical knowledge is directly applied in business activities and can become a source of skills that contribute to business success.

Based on the respondents' characteristics, culinary MSMEs in Medan Area District have varying educational levels, ranging from high school to master's degrees. Although most respondents have a bachelor's degree, higher education levels do not necessarily translate to greater business success. This suggests that formal education is not a primary differentiator, as business management skills are also influenced by experience, practical skills, adaptability, and business networks.

The results of this study align with those of Prakoso and Bachtiar (2022), who stated that education level does not significantly influence the success of MSMEs. However, these results differ from those of Syahadatina et al. (2022), who found that education level had a positive and significant effect on MSME success. This difference suggests that the influence of education can be contextual. In businesses requiring formal technical and managerial skills, education may be more crucial, whereas in micro-scale culinary MSMEs, hands-on experience and practical skills are more closely tied to operational activities that determine business success.

Thus, the insignificance of the level of education does not mean that formal education is not important, but shows that in the context of the MSME sector. In the culinary industry in Medan Area District, business success is determined more by the ability to apply knowledge practically than by formal education alone. These findings demonstrate that improving MSME competency can be achieved not only through formal education but also through practice-based training, mentoring, and strengthening entrepreneurial experience.

The Influence of Partnership on Business Success

Based on the results of the regression test, it was found that partnerships have a positive and significant effect on business success, as indicated by a calculated t value of 2.188, which is greater than the t table of 1.983, and a significance value of $0.032 < 0.05$. These results indicate that the better the partnerships established by culinary MSMEs in Medan Area District, the higher the level of business success that can be achieved. Thus, the hypothesis that partnerships influence business success can be accepted.

Theoretically, the results of this study align with the Partnership Theory proposed by Hafsah (2022), which states that partnership is a form of cooperation based on the principles of mutual need, mutual reinforcement, and mutual benefit to achieve common goals. Through

partnerships, MSMEs can obtain various resources that are difficult to obtain independently, such as access to suppliers, marketing networks, technology, business information, and capital support. From a Resource-Based View (RBV) perspective, partnerships are also external resources that can increase competitive advantage and support business success through the utilization of networks and collaboration with various parties.

Based on field conditions, most culinary MSMEs in Medan Area District have established partnerships with raw material suppliers, distributors, financial institutions, delivery service platforms, and MSME communities. These partnerships provide various benefits, including easier access to capital, expanded marketing access through digital platforms and business partner networks, increased access to entrepreneurship training and business capacity development, and simplified access to technology in production and marketing activities. Furthermore, partnerships also support the smooth supply of raw materials, the exchange of information on business opportunities, and improvements in product and service quality. This situation demonstrates that good cooperation with various parties can strengthen the competitiveness of MSMEs, increase operational efficiency, and support business success and sustainability amidst increasingly fierce business competition.

The results of this study align with those of Mawaddah el at. (2023), who stated that partnership systems have a positive and significant impact on the success of MSMEs. This finding suggests that collaboration with various parties can improve business capabilities through access to resources, information, and markets. However, the results of this study differ from those of Purwati el at. (2021), who did not specifically examine partnership variables, but instead examined business capabilities, intellectual capital, marketing strategies, and business development on business success. Therefore, the research by Purwati et al. (2021) is more appropriate as support for the belief that business development factors contribute to business success, rather than as direct evidence of the influence of partnerships. Therefore, the results of this study reinforce that partnerships are a crucial factor in increasing the success of MSMEs in the culinary sector in Medan Area District through expanding business networks, improving access to resources, and strengthening competitiveness.

The Influence of Intellectual Capital, Market Orientation, Gender Roles, Education Level and Partnership on Business Success

Based on the F test results, the calculated F value was $16.139 > F_{table}$ of 2.689 with a significance value of $0.000 < 0.05$. These results indicate that intellectual capital, market orientation, gender roles, education level, and partnership simultaneously have a positive and significant effect on the success of culinary sector MSMEs in Medan Area District. Thus, the hypothesis that the five independent variables jointly influence business success can be accepted.

Theoretically, the results of this study support the Resource-Based View (RBV), which states that business success can be built through the management of valuable and difficult-to-imitate resources. In this study, intellectual capital is one of the most important internal resources because it is inherent in the knowledge, skills, experience, and relationships possessed by business actors. The results show that intellectual capital is the most dominant variable, thus understanding that the success of culinary MSMEs in Medan Area District is highly dependent



on the owner's ability to manage the knowledge and skills gained from experience running a business.

Based on empirical field conditions, the contribution of *intellectual capital* is most easily seen in the practical knowledge and skills (human capital) used directly in business activities. Culinary MSMEs need to know how to process products, maintain quality and consistent taste, select raw materials, determine portion sizes, control costs, and adapt products to customer habits. This knowledge is generally acquired through business experience, learning from mistakes, observing customer demand, and knowledge gained from family. Thus, these practical skills become resources directly used to retain customers and ensure business continuity.

Besides *human capital*, relational capital also plays a role in supporting business success through relationships with customers, suppliers, and business partners. Good relationships can help businesses retain customers, obtain information about market needs, and maintain a steady supply of raw materials. However, in the context of culinary MSMEs, the knowledge and skills needed to carry out daily operations tend to be more directly beneficial to business owners because they are related to the quality of the products and services received by consumers.

The findings indicate that *intellectual capital* is closer to the core activities of MSMEs than some formal skills. Entrepreneurs can increase their success not only through academic education, but also through their ability to translate experience and knowledge into concrete actions in business management. This also explains why educational attainment is partially insignificant, while intellectual capital is significantly influential. Formal education provides a foundation of knowledge, but business success is greatly influenced by how that knowledge is applied in practice.

Meanwhile, *partnership* is the next crucial variable because it helps complement the internal resource limitations of MSMEs. Partnerships with suppliers, customers, communities, financial institutions, and digital platforms can provide access to raw materials, information, marketing, and business networks. Thus, partnerships expand the resources that MSMEs can leverage to increase their competitiveness and business success.

The insignificance of market orientation can also be understood through the RBV perspective. In culinary MSMEs in Medan Area District, understanding customers and competitors tends to be acquired informally through experience and direct interaction. This market information is not always processed into structured strategies. This means that market information only has strategic value if business actors are able to transform it into innovation, product improvements, pricing strategies, or superior service.

The results of this study are in line with Salam El at. (2023) showed that human capital, structural capital, and relational capital have a positive influence on the success of MSMEs, and Mawaddah El at. (2023) showed that various business resources and capabilities, including partnership systems, influence the success of MSMEs. These findings reinforce the belief that MSME success is the result of the ability to manage and combine various internal and external resources.

Thus, the research results indicate that the success of culinary MSMEs in Medan Area District is primarily supported by the ability of business actors to manage intellectual capital, particularly the knowledge and practical skills gained from experience running a business, and is supported by partnerships that provide access to external resources. This finding strengthens the RBV and *Human Capital Theory* that resources will contribute to success if they can be applied and utilized effectively in business activities.

Conclusion and Recommendation

Based on the research results, it can be concluded that intellectual capital has a positive and significant effect on the success of MSME businesses, while market orientation does not significantly influence business success. Gender roles have a positive and significant effect on business success, while education level does not. Partnerships have a positive and significant effect on the success of MSME businesses. Together, intellectual capital, market orientation, gender roles, education level, and partnerships have a positive and significant effect on the success of MSME businesses in the culinary sector in Medan Area District. Intellectual capital is the most dominant factor, so increasing knowledge, skills, experience, innovation, and the ability to build relationships with customers are important aspects in supporting the success of MSME businesses.

Based on the research results, culinary MSMEs are advised to strengthen their intellectual capital by improving their knowledge, skills, product innovation, financial record keeping, digital marketing, and business management, as well as developing concrete and sustainable partnerships with digital platforms, suppliers, financial institutions, the government, universities, and MSME communities. Although market orientation and education level do not have a significant partial effect, both still need to be improved through monitoring customer needs, competitor conditions, sales evaluations, and non-formal training and learning. The government and related agencies are expected to strengthen training and mentoring programs oriented towards improving intellectual capital, innovation, digital marketing, bookkeeping, and expanding partnership networks. For future researchers, it is recommended to add other variables such as digital literacy, product innovation, entrepreneurial skills, access to capital, and technology utilization, as well as expanding the region, number of samples, and MSME sectors to obtain more comprehensive results.

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