TABLE OF CONTENT

ABSTRACT ..... **V**

ACKNOWLEDGMENTS ..... **VI**

TABLE OF CONTENT ..... **VIII**

LIST OF FIGURES ..... **XI**

LIST OF TABLES ..... **XII**

LIST OF CHARTS ..... **XIV**

LIST OF APPENDICES ..... **XV**

CHAPTER I **1**

INTRODUCTION **1**

1.1 BACKGROUND 1
1.2 RESEARCH GAP 12
1.3 PROBLEM FORMULATION / RESEARCH QUESTIONS 13
1.4 RESEARCH OBJECTIVES 13
1.5 RESEARCH BENEFIT 14
1.6 SYSTEMATIC RESEARCH 14

CHAPTER II **16**

THEORETICAL BACKGROUND **16**

2.1 ENTREPRENEURSHIP 16
2.2 SMALL MEDIUM ENTERPRISES 17
2.2.1 Types of Small and Medium Enterprises (SMEs) *20*
2.3 REAL ESTATE 22
2.4 THEORETICAL REVIEW 23
2.4.1 Business Success *23*
2.4.2 Individual Factor *25*
2.4.3 Marketing capability *27*
2.4.4 Capital Availability *28*
2.4.5 Technology Usage *30*
2.5 THE RELATION BETWEEN VARIABLES/ HYPOTHESIS BUILDING 32
2.5.1 Relation Between Individual Factor With Success in SMEs *32*
2.5.2 Relation Between Marketing Capability Factor With Success in SMEs *33*
2.5.3 Relation Between Capital Availability Factor With Success in SMEs *34*

2.5.4 Relation Between Technology Usage Factor With Success in SMEs *34*
2.6 RESEARCH MODEL 36

CHAPTER III 37

RESEARCH METHODOLOGY 37

3.1 RESEARCH OBJECTIVE 37
3.2 RESEARCH PARADIGM 37
3.3 RESEARCH DESIGN 38
3.4 TYPE OF RESEARCH 39
3.5 DATA COLLECTION METHOD 40
3.5.1 Unit Analysis *41*
3.5.2 Ethics in Data Collection *42*
3.6 VARIABLE MEASUREMENT 42
3.7 SCALE MEASUREMENT 44
3.8 OPERATIONALIZATION OF RESEARCH VARIABLES 45
3.9 POPULATION AND SAMPLE 47
3.10 SAMPLING METHOD 48
3.11 DETERMINING THE SUITABLE SAMPLE SIZE 49
3.12 TESTING THE GOODNESS OF MEASURE 50
3.12.1 Reliability Test *50*
3.12.2 Validity Test *51*
3.13 STRUCTURAL EQUATION MODELING (SEM) 51
3.14 PARTIAL LEAST SQUARES (PLS) 52
3.15 PRELIMINARY TEST 57
3.16 VALIDITY PRE-TEST RESULT 57
3.17 CONVERGENT VALIDITY PRE-TEST 58
3.19 DISCRIMINANT VALIDITY PRE-TEST 61
3.20 RELIABILITY PRE-TEST RESULT 65

CHAPTER IV 67

DATA ANALYSIS AND DISCUSSION 67

4.1 RESPONDENT PROFILE 67
4.2 GENDER 68
4.3 AGE 68
4.4 POSITION 69
4.5 MONTHLY INCOME 69
4.6 ACTUAL TEST 70

4.7 DESCRIPTIVE STATISTICS 70
4.8 INFERENTIAL STATISTICS 72
4.9 CONVERGENT VALIDITY TEST – ACTUAL TEST 73
4.10 DISCRIMINANT VALIDITY TEST – ACTUAL TEST 75
4.11 OUTER MODEL 78
4.12 COMMON METHOD BIASED TEST 79
4.13 GOODNESS OF FIT 81
4.14 R-SQUARE (***R2***) 83
4.15 PREDICTIVE RELEVANCE 84
4.16 IMPORTANCE PERFORMANCE MAP ANALYSIS (IPMA) 86
4.17 HYPOTHESES TESTING 87
4.18 INNER MODEL 90
4.19 DISCUSSION 91
4.19.1 Individual Factor and Business Success 92
4.19.2 Marketing Capability and Business Success 93
4.19.3 Capital Availability and Business Success 94
4.19.4 Technology Usage and Business Success 94
4.20 COMPARISON BETWEEN PREVIOUS RESEARCH AND PRESENT RESEARCH 95

CHAPTER V 97

CONCLUSION & RECOMMENDATION 97

5.1 CONCLUSION 97
5.2 MANAGERIAL IMPLICATION 97
5.3 LIMITATION 98
5.4 RECOMMENDATION FOR FUTURE RESEARCH 99

REFERENCE 100

LIST OF FIGURES

Figure 1. 1 The growth of economic in Indonesia 1
Figure 1. 2 Estimated number of SMEs worldwide from 2000 to 2021 4
Figure 1. 3 SME in Indonesia 2019..... 5
Figure 1. 4 GDP from real estate activities in Indonesia from 2014 to 2021..... 6
Figure 1. 5 Size of the global real estate market in 2021, with forecasts from 2022 to 2030..... 7
Figure 1. 6 Total Commercial property Demand Index Annual Growth in Indonesia (%) 8
Figure 1. 7 Number of employees in real estate sector Indonesia..... 9

Figure 2. 1 Theoretical Framework..... 36

Figure 4. 1 Outer Model..... 78
Figure 4. 2 Importance–Performance Map Analysis 86
Figure 4. 3 Inner Model..... 90

LIST OF TABLES

Table 1. 1 SMEs Criteria 4

Table 2. 1 The six subsegment in the SMEs 17
Table 2. 2 Definitions of small and medium-sized enterprises 21
Table 2. 3 Small and medium-sized enterprises (SMEs) in EU 21
Table 2. 4 Definitions of SMEs in China 22

Table 3. 1 Skala Likert 5 point 45
Table 3. 2 Conceptual Definition and Operational Definition 46
Table 3. 3 Summary of Outer and Inner Model Rule of Thumb 56
Table 3. 4 Summary of Model Fit Rule of Thumb 57
Table 3. 5 Convergent Validity Pre-Test Result (Individual Factor) 58
Table 3. 6 Convergent Validity Pre-Test Result (Marketing Capability) 59
Table 3. 7 Convergent Validity Pre-Test Result (Capital Availability) 59
Table 3. 8 Convergent Validity Pre-Test Result (Technology Usage) 60
Table 3. 9 Convergent Validity Pre-Test Result (Business Success) 60
Table 3. 10 Convergent Validity AVE Pre-Test Result 61
Table 3. 11 Discriminant Validity Pre-Test Result (Individual Factor) 61
Table 3. 12 Discriminant Validity Pre-Test Result (Marketing Capability) 62
Table 3. 13 Discriminant Validity Pre-Test Result (Capital Availability) 63
Table 3. 14 Discriminant Validity Pre-Test Result (Technology Usage) 63
Table 3. 15 Discriminant Validity Pre-Test Result (Business Success) 64
Table 3. 16 Discriminant Validity Pre-Test Result - HTMT 64
Table 3. 17 Cronbach's Reliability Pre-Test Result 65
Table 3. 18 Composite Reliability Pre-Test Result 66

Table 4. 1 Gender Percentage 68
Table 4. 2 Age percentage 69
Table 4. 3 Position Percentage 69
Table 4. 4 Monthly Income Percentage 70

Table 4. 5 Descriptive Statistics 71
Table 4. 6 Convergent Validity - Factor Loading > 0.35 for Actual Test 74
Table 4. 7 Convergent Validity AVE - Actual Test 75
Table 4. 8 Discriminant Validity - Cross Loadings > 0.7 for Actual Test 76
Table 4. 9 Discriminant Validity – HTMT < 0.9 for Actual Test 77
Table 4. 10 Reliability of Cronbach's Alpha and Composite Reliability for Actual Test 78
Table 4. 11 Outer VIF Value 79
Table 4. 12 Inner VIF Value 80
Table 4. 13 Goodness-of-Fit index calculation 81
Table 4. 14 Model Fit Summary 82
Table 4. 15 R-square Value 83
Table 4. 16 R-square Adjusted Value 84
Table 4. 17 $\boldsymbol{Q2}$ Predictive Relevance 85
Table 4. 18 MV Prediction Summary PLS 85
Table 4. 19 MV Prediction Summary LM 85
Table 4. 20 Hypotheses Testing Result 87
Table 4. 21 Comparison of Previous Research Al-Tit et al., (2019) and Present Research 96

LIST OF CHARTS

Chart 1. 1 Initial Survey Answer..... 10
Chart 1. 2 Initial Survey Answer..... 10
Chart 1. 3 Initial Survey Answer..... 11
Chart 1. 4 Initial Survey Answer..... 11
Chart 1. 5 Initial Survey Answer..... 12

LIST OF APPENDICES

APPENDIX A QUESTIONNAIRE A-1
APPENDIX B PRELIMINARY TEST MODEL A-2
APPENDIX C PRELIMINARY TEST MEASUREMENT MODEL A-3
APPENDIX D ACTUAL TEST MEASUREMENT MODEL A-4
APPENDIX E ACTUAL TEST STRUCTURAL MODEL A-5
APPENDIX F ACTUAL TEST PREDICTIVE RELEVANCE A-6