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Revista de Cercetare si Interventie Sociala

ISSN: 1583-3410 (print), ISSN: 1584-5397 (electronic)

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Revista de cercetare și intervenție socială, 2024, vol. 87, pp. 200-228

<https://doi.org/10.33788/rcis.87.12>

Published by:
Expert Projects Publishing House



On behalf of:
„Alexandru Ioan Cuza” University,
Department of Sociology and Social Work
and
HoltIS Association

An Investigation for Business Performance on Indonesia's Small and Medium Medical Companies Sustainability

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Abstract

The purpose of this study is to investigate how small and medium-sized medical (SMM) businesses might improve their performance and long-term viability by utilizing innovation, improvisation, and creativity. The research employed a purposive sample of 403 managers and owners of small- and medium-sized health clinics, medical equipment suppliers, and diagnostic laboratories across the country, using a quantitative approach. The data were analyzed using structural equation modeling with a multi-group analysis. The results indicate that spirituality significantly and positively moderates the relationships between creativity, improvisation, business performance, and innovation capability. Furthermore, creativity has a positive influence on business performance, improvisation, and innovation. Improvisational skills are shown to greatly affect both innovation capacity and business performance. Additionally, innovation competence in SMM businesses positively influences business performance, which in turn enhances

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sustainability. Since the data were gathered only in Indonesia, future studies are encouraged to replicate this research in other countries to validate the proposed theoretical model. These insights provide a fresh understanding of the connections between spirituality, creativity, improvisation, innovation, business performance, and sustainability, enriching existing literature and offering a foundation for future research on SMM enterprises.

Keywords: spirituality, creativity capability, improvisation capability, innovation capability, business performance, business sustainability

Introduction

The COVID-19 has impacted all economic sectors in Indonesia, particularly small and medium medical (SMM) companies. The government considers SMM firms to be vital since they may aid many workers and provide income for the lowest and middle classes (HARJADI *et al.*, 2020). Work-from-home and social distancing rules are making the external environment more dynamic, technology updates are faster, and innovation is increasing (Xue and Sun, 2019). The changing nature of the environment motivates SMM enterprises to adapt to current situations. SMM enterprises that can endure in the long run are an industry that can foresee changes in any period (HARJADI *et al.* 2020). SMM enterprises need to have more dynamic, innovative, inventive, and effective skills and capacities to deal with the always-changing environment. SMM companies can foster unique concepts and principles that not only provide the groundwork for innovation but also bolster their competitive advantage by encouraging creative learning (Xue and Sun, 2019).

During the pandemic, it is crucial for companies to enhance their organizational creativity to generate new and valuable ideas (Chang and Chen, 2020). Creativity enables businesses to adapt to environmental changes, offering a competitive advantage and driving innovation. Improvisation, which involves real-time learning and the application of current information to unexpected situations, combines original experiences and knowledge to adopt new, swift, and coherent behaviors (Asiri *et al.*, 2016). Organizational improvisation is viewed as a crucial approach to understanding how innovation should be pursued in a competitive market, with a focus on shorter cycles and more innovative solutions (Abrantes *et al.*, 2018).

The business sustainability of SMM firms in Indonesia is contingent upon the possession of creativity, improvisation, and innovative capabilities. Being a developing country, Indonesia has a great deal of potential to entice medical tourists from abroad as well as home patients who might otherwise fly elsewhere for care. In addition to having a large number of foreign hospitals and cutting-edge medical technology on par with other nations, Indonesia offers a variety of alluring tourist attractions, including culinary, cultural, marine, green, and more. Indonesia

has been intending to offer health services based on medical tourism for quite some time (Ratnasari *et al.*, 2022). These three competencies can help organizations respond more rapidly to market developments. The COVID-19 pandemic has posed issues for SMM enterprises in Indonesia. Increased spirituality will improve the company's ability to survive in these challenging times. Spirituality can be used to alleviate everyday stress and issues (Rakhshanderou *et al.*, 2021).

Literature Review

Creativity Capability

Entrepreneurial creativity is an intellectual process that combines knowledge, reasoning, and expertise to provide innovative ideas to business founders (Zhou and Li, 2008). In order to create successful new enterprises, it entails developing and putting into practice innovative ideas that improve processes, goods, services, and business models (Amabila, 1988). The capacity to be creative aids in developing novel and practical remedies for business issues, such as creative modifications to the entrepreneurial process or inventive commercial strategies (Chang & Chen, 2020). In addition to choosing new goods or services, entrepreneurial inventiveness and creativity are crucial for the sales process of fresh concepts and endeavors, as well as for securing approval, capital, and other vital resources for the development of new businesses (Lumpkin *et al.*, 2011).

Improvisation Capability

Improvisation capability is the deliberate and organic capacity of an organization to reorganize, retool, and/or reconfigure its current enterprise resources and capabilities. This creates a portfolio of 'competencies' that were previously nonexistent and are capable of handling predictable corporate strategies in an effective, efficient, adaptable, and creative manner (Zhang & Merchant, 2020). According to Asiri *et al.* (2016), improvisation is short-term, real-time learning that occurs when an organization meets an unexpected scenario, the use of information acquired in the "now," the assimilation of firsthand knowledge and experience together with the rapid and cogent adoption of novel behaviors. By fusing their original knowledge with new and current knowledge (Xue & Sun, 2019).

Innovation Capability

Innovation refers to an organization's ability to discover novel solutions through modifications to its systems, processes, services, and other components (Brem & Voigt, 2009). In contrast, innovation aptitude is defined as the capacity to develop superior or more efficient products, services, technologies, processes, or concepts that can be adopted by the public, government, and industry (Yu & Si,

2012). A company's ability to innovate is essential to its competitiveness (Zhang & Merchant, 2020). According to Krismiyaningsih *et al.* (2020), innovation has the potential to diversify development options and extend the market, resulting in more economic opportunities for creative entrepreneurs. Innovative companies are more adaptable than non-innovative organizations (Bibi *et al.*, 2020).

Business Performance

Business performance is a representation of an organization's achievements and outcomes. It is characterized by the organization's operational capacity to satisfy the needs of its principal stakeholders and is a critical component of the larger concept of organizational effectiveness (T. M. Smith & Reece, 1999; Venkatraman & Ramanujam, 1986). According to Škrinjar *et al.* (2008), factors such as quantity, quality, cost, and time are crucial determinants of a company's performance. These dimensions of business performance are integral to driving comprehensive corporate sustainability strategies (Kot, 2018). Business performance can be sustained by aligning financial, operational, and environmental objectives in the execution of key business operations to maximize value (Zulkiffli & Padlee, 2021).

Business Sustainability

Sustainability has long been acknowledged as a phenomenon that underpins business operations and performance (Zulkiffli & Padlee, 2021). Business sustainability involves creating benefits for stakeholders, safeguarding the environment, and enhancing the lives of those involved. Thus, corporate sustainability is a company concerned with the existing and future social, environmental, and economic implications associated with its operations (Searcy, 2011). Businesses that adopt sustainable practices enhance their image and reputation, lower costs, and contribute to local economic growth, leading to stronger businesses and healthier local communities. Sustainable businesses aim to create positive social, environmental, and economic impacts, collectively known as the triple bottom line (Smith & Sharicz, 2011).

Spirituality

An family company owner's spiritual intelligence affects their achievement on a personal and organizational level (Louis Anthuvan, 2015). It serves as a fundamental principle guiding how individuals navigate various life challenges (Rakhshanderou *et al.*, 2021). Characterize spirituality as an individual's quest for meaning and purpose in life, stemming from a personal sense of self-reliance, interpersonal relationships, and the external environment. It acts as a driving force, giving one the drive and motivation to accomplish their ultimate objectives (Javanmard, 2012). Frouzandeh *et al.* (2015) claim that spirituality enhances

people's general well-being by assisting them in overcoming daily stress and issues.

Spirituality Moderates the Effect of Creativity Capability on Improvisation Capability

According to Miner *et al.* (2001), improvisation activities were not fully planned even at the local level. They can reflect the emotional drive or creativity of employees. Islam regards decent and honorable work as a type of worship. Muhammad SAW said: "Whoever finds himself tired at night with his work, Allah will forgive his sins." Workplace spirituality entails a profound awareness of the individual's meaning and purpose at work (Iqbal *et al.*, 2019). Van Dierendonck and Patterson (2015) assert that spirituality can encourage people to lead moral lives with a purpose that goes beyond business. Workers aspire to work for companies that, in addition to being good corporate citizens and having high standards of ethics and integrity, also have a focus on improving the welfare of society, customers, and employees. Karakas (2010) posits that companies that integrate spirituality have the potential to develop their employees' intellectual capacities and potential, which in turn fosters creativity, which in turn drives employee innovation. From this angle, the relationship between creativity and improvisational skills may be moderated by spirituality.

H1: The link between improvisational and creative skills is moderated by spirituality.

Spirituality Moderates the Effect of Creativity Capability on Business Performance

According to workplace spirituality, people's identities emerge through fulfilling work in a social context (Borchert & Zellmer-Bruhn, 2010). By enabling workers to contribute their full creative and intellectual potential, spiritual firms can optimize employee performance (Karakas, 2010). Spirituality has a major impact on performance (Duchon & Plowman, 2005). Workplace spirituality promotes employee happiness and performance (Garcia-Zamor, 2003). A spiritually healthy workplace offers a higher chance of retaining performance (Houghton *et al.*, 2016). Employees might be more creative and have higher morale in a holistic work environment. Employees demonstrate enhanced creativity and honesty in a spiritual workplace (Taheri, 2013). Karakas (2010) proposed that workplace spirituality can reduce stress, anxiety, and depression, resulting in improved attention and concentration. Karakas (2010) have included spirituality as part of their culture within the context of corporate social responsibility, and have eventually profited from achieving better performance.

H2: Spirituality moderates the relationship between creativity capability and business performance.

Spirituality Moderates the Effect of Creativity Capability on Innovation Capability

K. Rhodes (2006) identified six impacts of spirituality in the workplace, with one being a focus on sustainability and long-term growth. Work environments that embrace spirituality promote inclusivity and help individuals unlock their creative potential. People with spiritual inclinations are motivated to contribute beyond personal gain. Such organizations foster character development over time by offering training and guidance to help individuals discover their purpose or passion in both life and work. As a result, spirituality nurtures workplace creativity and facilitates innovation. Interest in spiritual work environments and creative practices among employees is increasing (Gupta *et al.*, 2014). Numerous studies demonstrate the advantages of spirituality for businesses (Borchert & Zellmer-Bruhn, 2010). Spirituality in the workplace raises awareness among employees, which spurs innovation and creativity. This increased degree of awareness improves people's innate capacity to generate more focused and captivating ideas, which boosts innovation. Additionally, spirituality strengthens a person's sense of duty and allegiance to the organization (Rego & Pina E. Cunha, 2008).

H3: Spirituality moderates the relationship between creativity capability and innovation capability.

The Effect of Creativity Capability on Improvisation Capability

A company's performance is significantly reliant on its ability to empower its employees to think creatively, resulting in unique ideas and a sustainable competitive edge (He *et al.*, 2020). Improvisation, defined as being spontaneous, unplanned, and imaginative, is critical for attaining innovation goals (Vera *et al.*, 2005) and driving organizational transformation (Cunha & da Cunha, 2003). Miner *et al.* (2001) view creativity and improvisation as related concepts. Vera *et al.* (2005) connect improvisation and creativity by presenting the concept of improvisational creativity, in which issue identification, idea invention, and execution occur simultaneously. This kind of creative work blends forward planning with immediate execution. As a result, improvisation and creativity are intertwined. This hypothesis suggests that improvisational ability can be influenced by creative capacity.

H4: creativity capability affects improvisation capability.

The Effect of Creativity Capability on Innovation Capability

One essential element of innovation is creativity. To guarantee that their items are truly unique, businesses need to have procedures, systems, and frameworks that allow for timely and effective project completion. Because innovation aptitude entails the successful application of original ideas, it is crucial for firms to achieve

long-term success (Woodman, 1993). Consequently, innovation - an intricate process that entails developing new products or services and requires a degree of disorder, improvisation, and internal competition - fundamentally depends on creativity. Roberts and Armitage (2015) note that while creative individuals can generate new ideas, they may not always be able to implement or market them. Thus, while many creative individuals are innovators, not all are necessarily innovative (Roberts & Armitage, 2015).

In exploring the link between creativity and innovation, scholars agree that creativity significantly enhances innovation (Subramaniam & Youndt, 2005). Entrepreneurial creativity enhances communication and stimulates innovation, resulting in improved innovative outcomes (Somech & Drach-Zahavy, 2013). This type of creativity significantly influences the innovation processes in small and medium-sized enterprises. Research suggests that different skills affect innovation-related behaviors across various stages, including initiation, implementation, adaptation, and stabilization. Creativity is especially crucial during the early phases of innovation, demonstrating that creativity and innovation capability mutually reinforce one another. Creativity serves as the cornerstone of innovation, with successful new products, services, or business practices originating from the development and nurturing of a promising idea by individuals or teams (Ferreira et al., 2020). Based on this explanation, creativity capability can affect innovation capability.

H5: Creativity capability affects innovation capability.

The Effect of Creativity Capability on Business Performance

Creativity, new ideas, and possibilities have valuable applications. Teams in the workplace may prioritize exploratory or exploitative aims in order to achieve employee performance and creativity outcomes (Beckman, 2006). Oldham and Cummings (1996) assert that individual engagement in innovative activities is essential for improving job performance, contextual outcomes, and overall organizational performance. Imran *et al.* (2018) argue that employee creativity drives innovation, which enhances long-term performance and provides a competitive advantage for businesses. This perspective aligns with previous research (Shahzad *et al.*, 2016), which indicated that organizational innovation significantly impacts effectiveness within a company. Businesses can develop innovative products and services that resonate with customers by leveraging creativity to offer distinctive solutions. Businesses can increase sales and profitability by implementing this method. Additionally, prior studies have shown that creativity improves strategy conception and execution, which enhances organizational performance (Ul Hassan *et al.*, 2013). Based on this explanation, creativity capability can affect business performance.

H6: creativity capability affects business performance.

The Effect of Improvisation Capability on Business Performance

Improvisation, a rapidly growing area of management research, addresses contemporary challenges by aiding organizations in adapting to a dynamic and constantly evolving business environment (Bakar *et al.*, 2015). Leaders can facilitate business growth by utilizing their improvisational skills to address problems and capitalize on opportunities through their initial decisions (Lumpkin *et al.*, 2011). To thrive in the early decades of the twenty-first century, organizations must be adaptable enough to recognize and incorporate new information about their customers. Consistently retaining clients leads to improved customer satisfaction, loyalty, and overall organizational success (Mercier, 1986). Mercier (1986) examined absorption and improvisation from an organizational learning perspective using a sample of 205 businesses that announced and subsequently implemented restructuring plans. The study discovered a link between improvisation and organizational performance by showing that both improvisation and strong absorptive capacity have a favorable impact on performance and subsequent restructuring (spin-offs). In their investigation of the connection between organizational culture and strategic improvisation in university performance, Ibrahim *et al.* (2018) found that performance is positively and significantly impacted by both. Based on this explanation, improvisation capability can affect business performance.

H7: Improvisation capability affects business performance.

Influence of Innovation Capability on Business Performance

Thompson and MacMillan (2010) assert that firms can communicate new societal values and open up new markets with the aid of innovation. Lawson and Samson (2001) assert that one way to think about innovation management is as an illustration of organizational capability. Additionally, successful firms make investments in and nurture these competencies, which empower them to carry out efficient innovation procedures. Innovation management not only fosters the development of new products, services, and processes but also contributes to improved business performance. Companies that embrace innovation can achieve a larger market share, accelerated growth rates, and increased profitability. Saunila and Ukko (2012) assert that every facet of innovation capabilities has the potential to enhance organizational performance, either directly or indirectly. Furthermore, research by Mir *et al.* (2016) reveals that business performance is affected by innovation performance, which, in turn, is influenced by innovation capabilities. Based on this explanation, innovation capability can affect business performance.

H8: Innovation capability affects business performance.

Effect of Improvisation Capability on Innovation Capability

The company continuously creates new products and processes by improvisation because there is business competition (Adomako *et al.*, 2018). Improvisation capability is an important antecedent of innovation (Gomes & Wojahn, 2017). Since improvisation is the “do” part of building innovation capability, it has an impact on innovation capability. Improvisation is a prerequisite for invention, and it’s also regarded as a social activity (Miner *et al.*, 2001). Zhang and Merchant (2020) found that the capacity for improvisation significantly influences the capacity for creativity. Based on this explanation, improvisation capability can affect innovation capability.

H9: Improvisation capability affects innovation capability

The Influence of Business Performance on Business Sustainability

Many industries are becoming interested in the ideas of sustainability and corporate performance, which are gaining ground in both practice and research. Businesses gain by choosing the best techniques for gauging their performance. Business performance can be evaluated using both subjective (primary source) and objective (secondary source) metrics. Subjective measures, also known as perceived measures, rely on primary data collected through questionnaires and surveys (Selvarajan *et al.*, 2007). Objective indicators, as outlined by Richard *et al.* (2009), include accounting, market, and hybrid metrics to assess performance. These metrics are categorized into three main types: (1) financial performance, encompassing metrics such as profit, capital employed, earnings per share, net income after taxes, return on equity, return on assets, return on investment, and the percentage of sales from new products; (2) market performance, evaluated through sales and market share; and (3) shareholder profits.

Businesses should use a sustainability management framework to forecast organizational performance if they want to conduct business in an ethical and comprehensive way (Maletič *et al.*, 2018). This entails converting abstract ideas into rules and procedures that have a direct bearing on how well an organization operates. Research by Shad *et al.* (2019) indicates that adherence to sustainability reporting is essential for designing a framework that not only meets the rising expectations of business stakeholders but also enhances overall performance. Selvarajan *et al.* (2007) suggest that integrating sustainability performance into business operations can promote business sustainability. This integration is based on the premise that it can contribute to sustainable development while providing a competitive advantage. Based on this explanation, business performance can affect business sustainability.

H10: Business performance affects business sustainability.

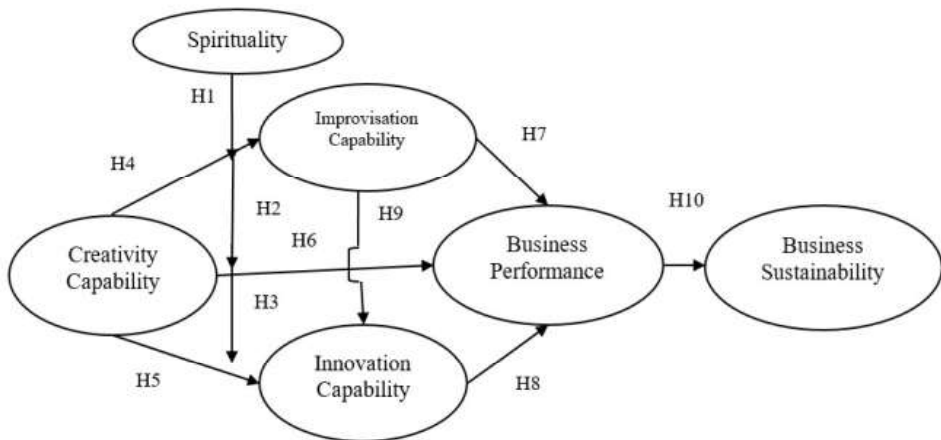


Figure 1. Conceptual Model

Methodology

The research method uses quantitative methods. A quantitative technique is utilized to determine the link between factors (to determine the capability and performance of SMM enterprises in continuing their company in the face of the Covid-19 Pandemic, which has yet to be destroyed). This study included 403 owners and managers of SMM firms in Indonesia, such as medical diagnostics laboratories, small and medium-sized health clinics, and medical equipment suppliers. By distributing surveys with a five-point Likert scale, data was gathered. This study uses a Likert scale (1-5). Sampling using purposive sampling. Structural Equation Modeling (SEM)-PLS analysis technique combined with the MGA approach.

Table 1. Measurement of Variables

Variable	Indicator
Creativity Capability (Awe and Mitchell, 2020; Racela and Amonrat, 2020; Ferreira <i>et al.</i> , 2020)	CC1: I will suggest a new way to achieve the goal or goal
	CC2: I often have innovative ideas
	CC3: My project is a good role model for creativity
	CC4: My project tries a new idea or method first
	CC5: New discoveries generated in my project

Improvisation Capability (Adomako <i>et al.</i> , 2017; Ferreira <i>et al.</i> , 2020; Zhang and Hemant, 2020; Al Issa, 2020)	ImpC1: I take chances in terms of generating new ideas while finishing assignments.
	ImpC2: I am innovative while working with restricted resources.
	ImpC3: I determine how resources can be recombined to create new products.
	ImpC4: When a disaster strikes, I tend to adopt a leadership role
	ImpC5: I'm looking for a stressful environment to focus on
	ImpC6: I show originality in my work
	ImpC7: I responded to the problem in a sudden way
Innovation Capability (Sainsdeen <i>et al.</i> , 2020; Racela and Amonrat , 2020; El Hilali <i>et al.</i> , 2020; Ferreira <i>et al.</i> , 2020)	InoC1: Our organization uses knowledge from multiple sources quickly and efficiently for product development operations.
	InoC2: Product development, idea generation, and innovation process enhancement are among the activities that our organization supports and encourages its workers to participate in.
	InoC3: As part of its ongoing efforts to develop new products, our organization considers and incorporates ideas from suppliers, consumers, and other sources.
	InoC4: Our business quickly adopts the necessary innovations and upgrades to adjust to a changing environment.
	InoC5: Our organization has implemented a new performance evaluation technique that gives department bosses a better picture of how employees are doing in relation to business objectives.
Business Performance (Chen <i>et al.</i> , 2019; Al Issa , 2020; Sainsdeen <i>et al.</i> , 2020)	BP1: Our products are now available to a wider market than in prior years.
	BP2: Our company's product sales have increased in comparison to prior years
	BP3: Customer complaints have declined in comparison to prior years.
	BP4: There are now more employees than there were in prior years.
	BP5: We now have a larger consumer base than in prior years.

Business Sustainability (Koe and Majid, 2014; Cho and Lee, 2018; Orobia <i>et al.</i> , 2020)	BS1: In order to facilitate the creation of high-quality products, I have a management plan in place.
	BS2: To lower the amount of energy used by humans, I have a documented strategy with goals and activities.
	BS3: I regularly review and update the company's plans for waste reduction and recycling.
	BS4: I use social media tools to promote our business.
	BS5: During the past 12 months, I have examined and updated our customer database.
	BS6: In the previous 24 months, I have examined and revised our marketing materials.
Spirituality (Kurt <i>et al.</i> , 2020; Lata and Chaudhary, 2022)	Sp1: I experience joy in my work
	Sp2: In my company, working cooperatively with others is highly appreciated
	Sp3: I feel positive about my company values
	Sp4: I feel connected to the company's mission
	Sp5: I feel connected to the company's goals

Results

Table 2. Respondent Characteristics

Variable	Category	Frequency
Gender	Male	200
	Female	203
Age	20 until 30years	70
	31 until 40years	280
	>41years	53
Business age	<3 years	120
	3 –6years	170
	7–10years	80
	>10years	33
Labor	1 –4 person	190
	5 –19 person	200
	20 –99 person	13
	>99 person	0

The sample’s business and demographic characteristics are shown in this table, which shows that the distribution of males and females (203 and 200) is almost equal. Most of the respondents (280) are between the ages of 31 and 40, and 230 have a bachelor’s degree. The majority of businesses employ 5–19 people (200) and have been in operation for 3-6 years (170), indicating a preponderance of small to medium-sized businesses with a workforce that is reasonably young and well educated.

Outer (Measurement) Model

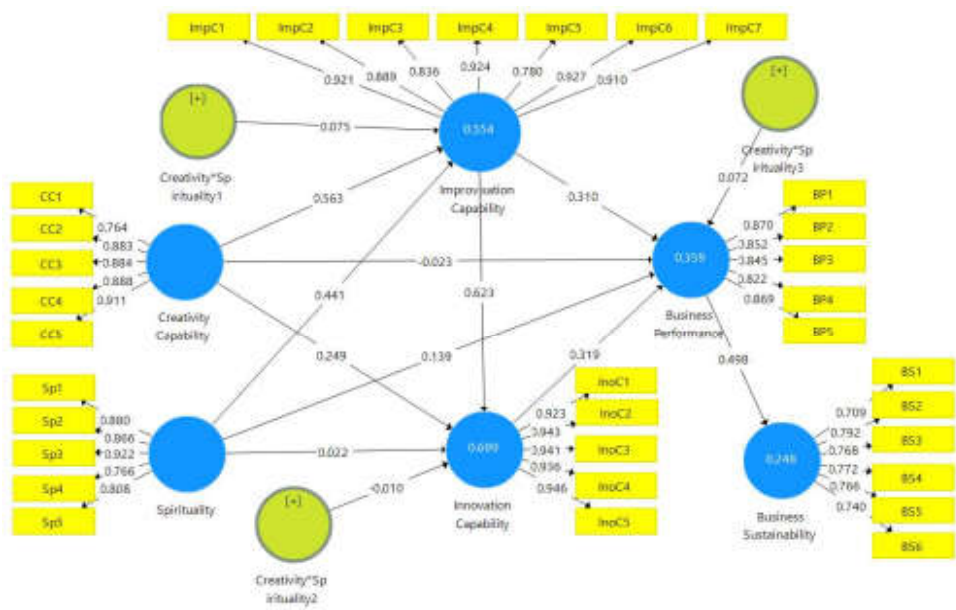


Figure 2. Outer (Measurement) Model

Table 3. Convergent Validity and Reliability

Constructs	Loading Factors	Cronbach’s Alpha	CR	AVE
Business Performance	0.870	0.905	0.930	0.725
	0.852			
	0.845			
	0.822			
	0.869			

Business Sustainability				
	0.709			
	0.792			
	0.768	0.852	0.890	0.575
	0.772			
	0.766			
	0.740			
	0.764			
Creativity Capability	0.883	0.917	0.922	0.938
	0.884			
	0.888			
	0.911			
	0.921			
	0.889			
Improvisation Capability	0.836	0.953	0.962	0.784
	0.924			
	0.780			
	0.927			
	0.910			
	0.923			
	0.943			
Innovation Capability	0.941	0.966	0.973	0.880
	0.936			
	0.946			
	0.880			
	0.866			
Spirituality	0.922	0.904	0.929	0.723
	0.766			
	0.808			

The standards for determining loading factors (≥ 0.5), average variance extracted (AVE) (≥ 0.5), and composite reliability (≥ 0.70) are necessary to ensure convergent validity and reliability. Table 3 shows that loading factor values for the variables of creativity, improvisation, innovation, and spirituality are greater than 0.5 for all indicators related to company performance and sustainability. As a result, it may be concluded that the indicators satisfy the requirements for convergent validity by accurately representing and measuring the variables. Additionally, Table 3 demonstrates that each variable has a composite reliability that bolsters the validity of the study model and a Cronbach's alpha better than 0.7. Apart from loading variables, the AVE value is employed to evaluate convergent validity. This analysis aids in determining whether there is a stronger correlation between the square root of each AVE value and its corresponding latent variable than there is with other latent variables. A low average error rate and successful convergent validity are indicators of satisfying the necessary standards, and an AVE value greater than 0.5 supports this.

Table 4. Cross Loading Value

	Business Performance	Business Sustainability	Creativity Capability	Improvisation Capability	Innovation Capability	Spirituality
BP1	0.870	0.444	0.326	0.497	0.484	0.299
BP2	0.852	0.416	0.421	0.539	0.537	0.396
BP3	0.845	0.346	0.305	0.479	0.472	0.293
BP4	0.822	0.470	0.155	0.368	0.347	0.242
BP5	0.869	0.441	0.338	0.492	0.484	0.296
BS1	0.349	0.709	0.101	0.132	0.123	0.156
BS2	0.377	0.792	0.123	0.139	0.150	0.133
BS3	0.393	0.768	0.190	0.217	0.198	0.237
BS4	0.376	0.772	0.057	0.162	0.117	0.138
BS5	0.367	0.766	0.118	0.156	0.135	0.183
BS6	0.398	0.740	0.228	0.270	0.241	0.224
CC1	0.326	0.133	0.764	0.501	0.525	0.358
CC2	0.352	0.157	0.883	0.601	0.682	0.424
CC3	0.341	0.166	0.884	0.629	0.622	0.444
CC4	0.312	0.215	0.888	0.563	0.556	0.388
CC5	0.258	0.117	0.911	0.571	0.576	0.377

ImpC1	0.511	0.228	0.560	0.921	0.750	0.535
ImpC2	0.477	0.209	0.570	0.889	0.715	0.533
ImpC3	0.419	0.149	0.590	0.836	0.642	0.466
ImpC4	0.527	0.251	0.571	0.924	0.772	0.540
ImpC5	0.488	0.185	0.561	0.780	0.577	0.445
ImpC6	0.518	0.240	0.633	0.927	0.790	0.538
ImpC7	0.528	0.208	0.631	0.910	0.762	0.547
InoC1	0.450	0.169	0.629	0.752	0.923	0.472
InoC2	0.508	0.195	0.698	0.775	0.943	0.472
InoC3	0.505	0.183	0.641	0.752	0.941	0.479
InoC4	0.562	0.236	0.613	0.759	0.936	0.490
InoC5	0.546	0.216	0.640	0.769	0.946	0.509
Sp1	0.274	0.142	0.438	0.596	0.540	0.880
Sp2	0.252	0.173	0.348	0.481	0.426	0.866
Sp3	0.275	0.171	0.510	0.587	0.500	0.922
Sp4	0.332	0.239	0.311	0.348	0.319	0.766
Sp5	0.428	0.314	0.320	0.417	0.368	0.808

Discriminant validity evaluates the extent to which different indicators (constructs) are distinct from one another. This type of validity is determined through the analysis of cross-loading values. A construct demonstrates discriminant validity when its cross-loading values exceed those of other variables. Table 4 illustrates that each variable indicator has higher cross-loading values relative to others, suggesting that the constructs are distinct according to the data. This indicates that the model exhibits discriminant validity.

The changes in various factors caused by other variables are as follows: Other variables influence company performance by 35.9%, implying that these variables account for 35.9% of the variation in business performance. Other variables have a 24.8% effect on business sustainability, implying that these variables account for 24.8% of the change. The remaining variables account for 55.4% of the change in improvisation capability. Finally, the effect of other variables on innovation capability is 69.9%, indicating how these variables influence changes in innovation capability.

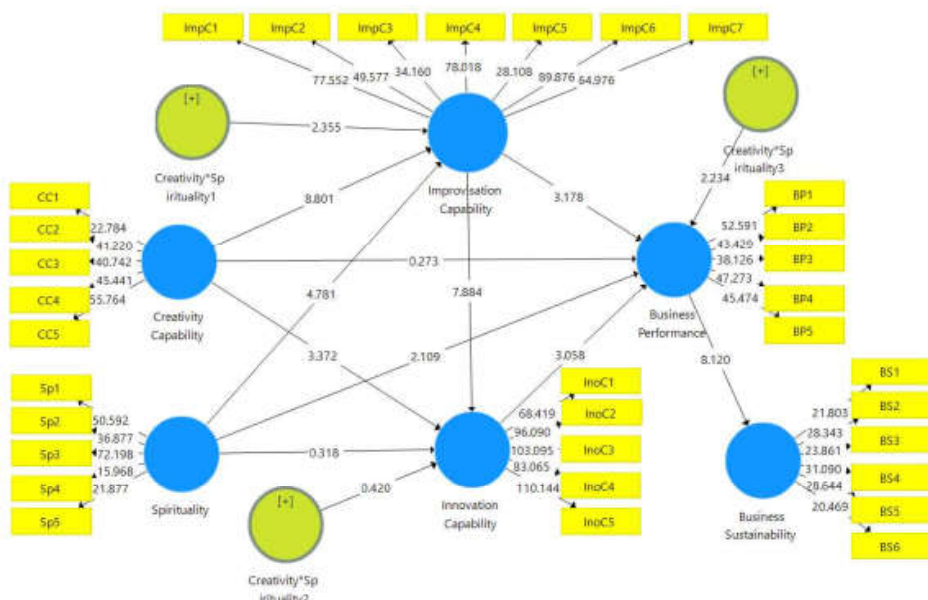


Figure 3. Inner (Structural) Model

Table 5. Value of R-Square

Variable	R Square
Business Performance	0.359
Business Sustainability	0.248
Improvisation Capability	0.554
Innovation Capability	0.699
Average	0.465

Overall Model Validity Test (Outer and Inner Model)

Both the inner (structural model) and outer (measurement) models' overall performance is evaluated using the GoF index. The AVE values are averaged, and the R-Square model value is multiplied by the resulting average to determine the GoF value. The GoF value functions as a gauge for the general model's validation.

Table 6. Average Variable Extracted (AVE) Value

Variable	AVE
Business Performance	0.725
Business Sustainability	0.575
Improvisation Capability	0.784
Innovation Capability	0.880
Creativity Capability	0.938
Spirituality	0.723
Average	0.771

GoF values are interpreted as follows: little GoF = 0.1; moderate GoF = 0.25; and large GoF = 0.36. The average AVE is 0.771 and the average R-square is 0.465 based on the computation of the preceding table, which means:

$$\text{Nilai GoF} = \sqrt{0.771} \times 0.465 = 0.408$$

It is clear from the results of the Goodness of Fit calculation above that the measurement model and the structural model perform well together.

Path Coefficient Estimation

Table 7. Path Coefficient

	Original Sample (O)	T Statistics (O /STDEV)	P Values	Information
H1: Creativity*Spirituality1 → Improvisation Capability	0.075	2,355	0.019	accepted
H2: Creativity*Spirituality3 → Business Performance	0.072	2.234	0.026	accepted
H3: Creativity*Spirituality2 → Innovation Capability	-0.010	0.420	0.675	rejected
H4: Creativity Capability → Improvisation Capability	0.563	8.801	0.000	accepted
H5: Creativity Capability → Innovation Capability	0.249	3.372	0.001	accepted
H6: Creativity Capability → Business Performance	-0.023	0.273	0.785	rejected

H7: Improvisation Capability → Business Performance	0.310	3.178	0.002	accepted
H8: Innovation Capability → Business Performance	0.319	3.058	0.002	accepted
H9: Improvisation Capability → Innovation Capability	0.623	7,884	0.000	accepted
H10: Business Performance → Business Sustainability	0.498	8,120	0.000	accepted

The significant value is used to assess the causal relationships between variables. To establish that a relationship between variables is significant, the t-statistic must exceed 1.96 at the 5% significance level (two-tailed). Furthermore, the original sample is analyzed to ascertain whether the relationship is positive or negative. Based on the path coefficient results presented in the table above, hypotheses 1, 2, 4, 5, 7, 8, 9, and 10 are accepted, while hypotheses 3 and 6 are not.

Multi-Group Analysis (MGA)

The basic goal of PLS Multigroup Analysis (MGA) is to see if the PLS model shows significant differences across different sub-sample groups. In this study, MGA is used to determine whether there are variances in the impact of variables such as company performance, business sustainability, improvisation capability, innovation capability, creativity capability, and spirituality across Indonesia.

Table 8. Multi-Group Analysis (MGA) Test

	Path Coefficients-diff	p-Value
H1: Creativity*Spirituality1 → Improvisation Capability	0.144	0.273
H2: Creativity*Spirituality3 → Business Performance	0.142	0.295
H3: Creativity*Spirituality2 → Innovation Capability	-0.021	0.624
H4: Creativity Capability → Improvisation Capability	0.430	0.012
H5: Creativity Capability → Innovation Capability	0.151	0.148
H6: Creativity Capability → Business Performance	0.254	0.086
H7: Improvisation Capability → Business Performance	-0.780	0.117
H8: Innovation Capability → Business Performance	1.135	0.004
H9: Improvisation Capability → Innovation Capability	-0.344	0.051
H10: Business Performance → Business Sustainability	-0.022	0.844

It can be inferred that there is a statistically significant difference between Indonesia and other countries concerning the effect of the creativity capability variable on improvisation capability by 1.2% and the impact of the innovation capability variable on business performance by 0.4%. This conclusion is supported by the fact that hypotheses 4 and 8 in the multi-group analysis (MGA) test have p-values less than 0.05, specifically 0.012 for H4 and 0.004 for H8. Conversely, as indicated in Table 8, the p-values for hypotheses 1, 2, 3, 5, 6, 7, 9, and 10 exceed 0.05, suggesting that there is no statistically significant difference between Indonesia and other countries with respect to these hypotheses.

Discussion

Except for hypothesis 3 and 6, the study's findings support the acceptance of all hypotheses. Regarding the contribution of the creative capability variable to improvisation capability (1.2%) and the contribution of the innovation capability variable to organizational performance (0.4%), the MGA test shows significant variation in Indonesia. Specifically, hypotheses 4 and 8 exhibit p-values less than 0.05, with H4 at 0.012 and H8 at 0.004.

The findings reveal that spirituality significantly moderates the effect of creativity capability on improvisation capability. This finding is consistent with prior research (Karakas, 2010), which suggests that spirituality in Indonesian SMM enterprises increases employee potential and intellectual capacities. Workplace spirituality fosters creativity in managers and staff, which enhances improvisational skills. In addition to fostering the pursuit of meaningful activity that leads to transcendence, it cultivates a sense of compassion and connectivity (Petchsawang & Duchon, 2009). Spirituality drives employees to engage in actions that benefit the organization, such as increasing innovation and maximizing current resources and talents (Rezapouraghdam *et al.*, 2018). Creativity, in turn, motivates SMM enterprises to improvise, especially in unexpected situations, incorporating new experiences and knowledge to adopt innovative and effective behaviors (Asiri *et al.*, 2016).

The findings indicate that spirituality significantly and positively influences the connection between creativity and business performance. This aligns with prior research, which suggests that corporate spirituality cultivates a work environment that boosts both performance and employee satisfaction (Garcia-Zamor, 2003). Houghton *et al.* (2016) also suggest that small and medium-sized medical (SMM) enterprises that prioritize spiritual well-being are more capable of sustaining their performance over time. Employees and management in SMM organizations are likely to exhibit increased innovation and enhanced morale in a comprehensive work atmosphere. Working with spirituality in the workplace encourages employees to operate with integrity and a feeling of purpose that goes beyond simple business transactions by helping them match their own beliefs with the organization's vision

and goals (Iqbal and Hassan, 2016). Employees are more inclined to work for organizations that not only perform well but also uphold high ethical standards and contribute positively to the well-being of employees, customers, and society. Spirituality enables employees in SMM companies to fully engage in their work, tapping into their intellectual potential and creativity (Karakas, 2010).

This study revealed that the spirituality hypothesis moderating the effect of creativity capability on innovation capability was rejected because it had no significant effect. This finding contradicts previous research, which found that spirituality increases employees' sense of commitment and devotion to the firm (Rego & Pina E Cunha, 2008). The findings show that many spiritually inspired ideas from SMM firm owners, as well as strategies aimed at creating creative industry participants, have not resulted in advances in products, processes, markets, or management. This result is consistent with prior research that revealed that creativity capability has no substantial impact on innovation capability, even with spirituality as a moderating component (Sohn and Jung, 2010). It implies that individual spirituality is insufficient to promote effective innovation. The study's findings demonstrate that excessive religiosity in SMM enterprises does not encourage employee appreciation or dedication, nor does it promote creativity or innovation.

The results of hypothesis testing show that creativity capability has a significant effect on improvisation capability. Research has shown that improvisational skills and creativity are highly correlated (Miner *et al.*, 2001). Creativity in SMM businesses allows for effective improvisation for strategic planning or the creation of new goods and services. According to Vera *et al.* (2005), improvisation and creativity are inextricably linked, requiring the simultaneous identification of issues, formulation of ideas, and implementation. This integration of planning and action takes place in real time (Miner *et al.*, 2001). Improvisation frequently occurs in SMM businesses when fresh concepts are thought of, maybe resulting in the development of new goods or services. This improvisation is driven by invention, but it also bears the risk of failure (Vera *et al.*, 2005).

The outcomes of the hypothesis test demonstrate that the capacity for creativity significantly influences the capacity for innovation. Studies have indicated that the capacity for creativity significantly influences the capacity for invention (Noor *et al.*, 2020). It is well accepted that creativity has a significant impact on innovation in SMM firms. SMM businesses must be creative to be competitive because their present advantages or competencies might not endure over time (Valaei *et al.*, 2017). T. M. Smith and Reece (1999) assert that innovation is seen as a prerequisite for entrepreneurship and the creation of novel goods and procedures. It serves as the cornerstone of all innovation, with the productive creation of new goods, services, or business strategies resulting from imaginative concepts that are then refined and put into action (Noor *et al.*, 2020).

The hypothesis test results show that creativity capability has no discernible effect on a firm's performance. The study's conclusions run counter to those of Ul Hassan *et al.* (2013), who showed that innovation enhances the development and implementation of strategies, which enhances business performance. According to this study, SMM enterprises' capacity for creativity was unable to promote improved commercial outcomes. SMM companies' lack of creativity has prevented them from helping businesses develop new goods and services that can draw clients in with creative problem-solving.

The results of the hypothesis test indicate that the improvisation capability has a significant effect on business performance. Research Adomako *et al.* (2018) including 395 new enterprises in Ghana showed a notable favorable impact of improvisation on business performance, indicating that improvisation aptitude strongly influences business performance. Improvisation aptitude has an impact on innovation performance for Small and Medium Medical (SMM) enterprises and helps management recognize and reward successful improvised actions. This capacity encourages creative and adaptable conduct, which enhances overall business performance.

The results of the hypothesis test indicate that the innovation capability has a significant effect on business performance. Yang *et al.* (2018) points out that many SMEs in developing countries face challenges competing against mass-produced goods, leading to declining employment in these sectors. By enhancing their innovation capabilities, SMM companies can better compete with mass-produced products, preserve cultural traditions, and attract younger generations. Moreover, advancing innovation capability allows SMM companies to express their creative vision, uphold their cultural identity, and pass it on to future generations. Thus, strong innovation capabilities contribute to achieving financial, non-financial, and cultural benefits.

The results of the hypothesis test indicate that the improvisation capability has a significant effect on innovation capability. According to research (Liu *et al.*, 2018), improvisation capability greatly increases creativity capability. It also demonstrates that a decentralized organizational structure amplifies the impact of improvisation on innovation. (Jun *et al.*, 2022) demonstrate a substantial positive correlation between improvisation and innovative ability, which supports this finding even more. Improvisation is frequently defined in management and entrepreneurial studies as the deliberate and impulsive execution of novel tasks (Lumpkin *et al.*, 2011). Small and Medium Medical (SMM) companies can engage in improvisation in response to various triggers, such as encountering problems or the need for new innovations. Improvisation capability aids in overcoming challenges and creatively solving problems, thus enhancing innovation processes within SMM companies. The dynamic nature of improvisation also supports innovation when resource constraints are present, as it facilitates the availability of resources needed for effective improvisation (Lumpkin *et al.*, 2011). Consequently, SMM managers can

better identify and implement successful improvisational strategies within their organizations (Leybourne and Kennedy, 2015).

The results of the hypothesis test indicate that the business performance has a significant effect on business sustainability. Improvisation capability significantly impacts innovation capability, as demonstrated by research (Morioka and de Carvalho, 2016), which indicates that enhancing sustainability performance can improve business sustainability. This involves integrating sustainability into business practices, which supports the development of Small and Medium Medical (SMM) companies and provides them with a competitive edge. To achieve this, SMM companies should adopt a sustainability management framework that effectively predicts organizational performance (Maletič *et al.*, 2018). According to Shad *et al.* (2019), adherence to sustainability reporting is essential for creating a framework that not only meets the growing expectations of stakeholders but also boosts overall business performance.

Conclusion

Medical tourism refers to traveling overseas for the purpose of receiving medical care, including general examinations, treatments, and rehabilitation (Gunawan, Ratnasari, Alam, *et al.*, 2023). The travel industry is expanding quickly, and medical tourism is no different. As a result of the growing Muslim population, the Organization of Islamic Cooperation (OIC) countries are intensifying their efforts to promote Muslim-friendly medical tourism. The importance of hospitality management is rising as more and more Muslim travelers seek out Muslim-friendly medical travel services (Gunawan, Ratnasari, and Pithcay, 2023).

This finding adds significantly to our understanding of the relationship between spirituality, creativity, improvisation, innovation capacity, business performance, and sustainability. It also serves as a valuable resource for future research on small and medium-sized medical (SMM) enterprises. Additionally, this research can assist managers of SMM companies in crafting effective strategic plans to manage the innovation process, improve business performance, and ensure business sustainability. SMM companies should place greater emphasis on improvisation and creativity, as these elements involve ongoing enhancements and the testing of new approaches to adapt to a changing environment.

Although this research has provided some interesting points, there are several limitations in this study. Only data is gathered in Indonesia. The researcher's proposed theoretical model may be further examined for generalizability by conducting investigations in other nations in the future. While this study uses a quantitative methodology, future research may potentially use a qualitative technique to examine the respondents' responses in more detail.

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