

The Impacts of Entrepreneurial on Online Food Delivery Restaurant Performance in Chongqing, China: The Mediating Role of Organizational Agility

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Abstract

The online food delivery market has grown rapidly, especially during the COVID-19 pandemic, which forced many restaurants to rely on online delivery to keep their businesses running. This research aims to study the influence of entrepreneurship, knowledge management, innovation capabilities, organizational agility, and competitive advantage on the performance of online food delivery restaurants in Chongqing, China. This study employs a quantitative. The sample group consisted of 440 entrepreneurs of online food delivery restaurants in Chongqing, China, with data collected via a questionnaire and analyzed using Structural Equation Modeling (SEM). The findings reveal that 1) the levels of entrepreneurship, innovation capabilities, and organizational agility were at the Agree level, while knowledge management, competitive advantage, and performance of online food delivery restaurants in Chongqing, China were at the Strongly Agree level. 2) Entrepreneurship, knowledge management, innovation capabilities, organizational agility, and competitive advantage had a positive direct influence on the performance of online food delivery restaurants in Chongqing, China, with statistical significance at 0.05, with influence coefficients (β) of 0.63, 0.41, 0.56, 0.55, and 0.68, respectively. These factors collectively predict 85% of the variance in Performance ($R^2 = 0.85$). 3) The strategy developed by the researcher, named the “EKIOC Model,” highlights entrepreneurship, knowledge management, innovation capabilities, organizational agility, and competitive advantage as key factors influencing the performance of online food delivery restaurants in Chongqing, China. Effective management of these factors allows businesses to grow and compete sustainably and securely in the market.

Keywords: Performance, Organizational Agility, Competitive Advantage, Entrepreneurship

INTRODUCTION

The rapid growth of the online food delivery sector in China, particularly in Chongqing, which has become a hub for online food delivery services, has been remarkable. Despite this fast expansion, many online restaurants continue to face difficulties in a highly competitive market (Mao, Liu, & Zhang, 2015). Businesses need to adapt in order to maintain their competitiveness and ensure continuous operations. Building organizational agility is a key strategy that helps businesses respond quickly to changes. This management philosophy focuses on responding to business opportunities and challenges (Surya, Wijaya, & Rahmayanti, 2023). Entrepreneurs must have the ability to manage opportunities and make strategic decisions effectively. The application of entrepreneurial principles also fosters innovation and builds strong relationships with customers, enhancing business performance and competitiveness (Mshenga et al., 2023). Another crucial factor that supports the growth of online food delivery businesses is innovation

capability (Makhloufi et al., 2021). By integrating technology into order and delivery management, as well as utilizing social media for marketing and brand building, businesses can increase market opportunities by offering products or services that differentiate them from competitors (Raghavan & Vijayabanu, 2023). Additionally, knowledge management is an important framework for collecting and utilizing organizational knowledge, which helps ensure informed decision-making and quick problem-solving (Channuwong et al., 2022; Azeem et al., 2021).

Knowledge management plays a vital role in developing human resources to be competitive by promoting continuous learning on the job and facilitating knowledge sharing among employees. This helps organizations improve operational efficiency and enhance organizational sustainability (Wongmajarapinya et al., 2023; Sarvary, 1999). Entrepreneurial actions have a direct impact on business outcomes, driving economic development within organizations (Low & MacMillan, 1988). In the digital food industry, digital capability and innovation in applying technology are crucial for responding to market demands and creating a competitive advantage (Stevenson & Jarillo, 1990). A deep understanding of the factors that influence the online food delivery business will help entrepreneurs and stakeholders adapt effectively to the ever-changing environment. Understanding these mediating influences is crucial for business owners and stakeholders alike in a world where the online food delivery sector is constantly changing. The knowledge gained from this investigation will not only improve the understanding of the intricate interactions that exist within this sector, but it will also offer helpful advice for those looking to succeed in the always-shifting environment of online food delivery. The study adds to the body of knowledge about entrepreneurship, innovation, and organizational performance in online food delivery businesses by thoroughly examining these mediating elements.

Research Objectives

To study the influence of entrepreneurship, knowledge management, innovation capabilities, organizational agility, and competitive advantage on the performance of online food delivery restaurants in Chongqing, China.

Theoretical Framework

Entrepreneurship

Entrepreneurship, as defined by Rodríguez-Peña (2021), is the ability of business owners to seek opportunities by discovering or creating from their own resources to offer value through products and services to the market and customers. This process arises from the actions taken with knowledge or responsibility of the entrepreneur (Sianipar, 2022). Entrepreneurship comprises key components: opportunity management, opportunity recognition, strategic decision-making, and leadership. Opportunity management refers to utilizing existing resources to maximize competitive advantage, while opportunity recognition involves identifying and seeking new opportunities using data and networks. Strategic decision-making allows entrepreneurs to plan within resource constraints to foster business growth, and leadership encourages motivation and teamwork within the organization to achieve business objectives (Cui & Bell, 2022; Andriany et al., 2023; Vivekananth et al., 2023; Al Kharusi et al., 2023). Additionally, Shane & Venkataraman (2000) note that entrepreneurial actions impact business outcomes, leading to economic development for organizations. These actions drive changes in market demand, create competitive advantages, and yield financial returns that contribute to organizational success.

H1: Entrepreneurship positively influences the performance of online food delivery restaurants in Chongqing, China.

This hypothesis suggests that entrepreneurship has an influence on the performance of online food delivery restaurants in Chongqing, China. Similarly, Surya Wijaya & Rahmayanti (2023) support this view, stating that entrepreneurship significantly impacts the performance of small businesses.

Knowledge Management

Knowledge management gained popularity in organizational management during the 1990s, focusing on the use and development of knowledge to align with organizational goals (Yang, 2007). This concept encompasses the ability to manage internal processes to create competitive advantages (Nonaka et al., 2000). It involves the systematic collection, storage, and sharing of knowledge (Imran et al., 2022) to support process improvement and learning development, such as analytical thinking and knowledge organization,

which foster a culture of knowledge sharing within the organization (Shaqrah&Alzighaibi, 2023). Additionally, Aghileh & Lima (2023) state that in a rapidly changing business environment, organizations need specialized knowledge to create competitive advantages, increase market share, and offer high-quality products and services. Having a knowledge-driven organizational culture and structure enhances organizational agility, resulting in more efficient operations.

H2: Knowledge management positively influences the performance of online food delivery restaurants in Chongqing, China.

This hypothesis suggests that organizations with systematic knowledge management reduce operational risks, as systematically stored knowledge enhances efficiency and learning experiences. Therefore, knowledge management influences the performance of online food delivery restaurants in Chongqing, China. This idea is supported by Rošulj et al. (2024) and Durst & Edvardsson (2012), who note that knowledge management has a positive effect on the performance and revenue of small and medium-sized enterprises (SMEs), especially in highly competitive environments.

Innovation Capabilities

Tidd & Bessant (2018) state that innovation is the result of research and development efforts that have been creatively designed and developed to create economically valuable products, following an organization's innovation strategy. Additionally, Yusof & Abu-Jarad (2011) note that product innovation creates opportunities for marketing innovation, process innovation, and entrepreneurial product development. Businesses should emphasize innovation and integrate multi-dimensional development by leveraging skilled personnel to enhance organizational competitiveness and innovation capabilities. Innovation plays a vital role across various dimensions, encompassing both national and organizational levels, each with its own definition and significance. A review of literature and research on innovation management capabilities reveals that organizational innovation management capabilities promote the development of internal systems and processes. This fosters creativity in developing diverse and new marketing channels, as innovative marketing initiatives enhance product value through modern channels, including new channels that meet customer needs, resulting in improved business performance (Srimaitree&Chunhapinyokul, 2017; Cavazos & Varadarajan, 2012).

H3: Innovation capabilities positively influence the performance of online food delivery restaurants in Chongqing, China.

This hypothesis suggests that effective use of innovation capabilities enables businesses to respond more effectively to changing consumer demands and market conditions, impacting the performance of online food delivery restaurants in Chongqing, China. This idea is supported by Pundt et al. (2010), who state that increasing competition makes developing innovation capabilities crucial for enhancing competitiveness and improving operational efficiency.

Organizational Agility

In an era of rapid change, organizations face challenges from technological advancements, price wars, international trade, and shifting consumer demands. Organizations that are slow to adapt risk closure, making readiness for change and enhancing agility critical factors for organizational survival in a technologically disruptive environment (Irabor-Ighedosa& Zeb-Obipi, 2022). Al-Taweel& Al-Hawary (2021) further define organizational agility as the continuous ability to adapt in complex and uncertain environments. This rapid adaptability stems from innovation and learning, which are core elements of organizational capabilities, enabling organizations to respond swiftly to changes, thereby increasing opportunities for survival and competitiveness. Therefore, entrepreneurs need agility in perception, decision-making, and operations to achieve organizational objectives (Aghileh & Lima, 2023).

H4: Organizational agility positively influences the performance of online food delivery restaurants in Chongqing, China.

This hypothesis suggests that organizational agility impacts processes that drive changes within both internal and external environments, playing a role in enhancing efficiency, reducing costs, and leveraging learning and experience to improve operations. This, in turn, affects the performance of online food delivery restaurants in Chongqing, China. Tayfun & Zafer (2021) support this concept, stating that organizational agility has a direct positive impact on organizational performance.

Competitive Advantage

The concept of competitive advantage is essential for businesses to achieve long-term growth and sustainability (Barney, 2001). Generally, a business's strategy leads to the creation of competitive advantage (Freel, 2000, as cited in Fabrizio et al., 2022). For small and medium-sized enterprises (SMEs), this advantage often manifests clearly in marketing, market research, marketing strategies, new product development, technology adoption, and operational processes. Akpa et al. (2023) note that the impact of perceived competitive advantage, strategic marketing adjustments, and export commitment on improving export performance becomes evident when a competitive advantage is achieved, with performance following as a result. This suggests that performance and competitive advantage are interconnected.

H5: Competitive advantage positively influences the performance of online food delivery restaurants in Chongqing, China.

This hypothesis suggests that competitive advantage has an influence on the performance of online food delivery restaurants in Chongqing, China. Bungara (2018) supports this concept, stating that competitive advantage has a significant direct effect on restaurant business performance.

Research Methodology

The population and sample consisted of online food delivery restaurants located in shopping malls in the Yu Zhong, Jiang Bei, and Shapingba districts of Chongqing municipality, China, totaling 10,314 restaurants. The sample size was determined based on a ratio of 1 per 20 observable variables (Jackson, 2003; Hair, Ringle, & Sarstedt, 2011). In this study, there are 22 observable variables; therefore, the researcher set the sample size at 440 individuals.

Research Instrument

The quantitative research instrument was a questionnaire, developed from a review of the literature and previous studies related to the variables under investigation. The questionnaire was divided into two parts:

Parts 1: Questions about demographic characteristics: This section contained questions about the respondents' demographic characteristics, including gender, age, education, and years of operation. The questions were of the checklist type.

Parts 2: Questions about entrepreneurs' opinions on factors that affect the performance of online food delivery restaurants in Chongqing, China: This section consisted of the following variables: 11 questions on Entrepreneurship, 12 questions on Knowledge Management, 9 questions on Innovation Capabilities, 10 questions on Organizational Agility, 12 questions on Competitive Advantage, and 20 questions on the Performance of Online Food Delivery Restaurants. Respondents evaluated these questions using a 5-point Likert scale, ranging from "Strongly Agree" to "Strongly Disagree."

Table 1: Analysis of the reliability of endogenous and exogenous latent variables in the structural equation model (n = 440).

Variable	Factor Loading (λ)	Variance Extracted (ρ_v)	Composite Reliability (ρ_c)
Entrepreneurship (ETPS)	0.73 – 0.85	0.709	0.907
Knowledge Management (KLMM)	0.76 – 0.96	0.741	0.877
Innovation Capabilities (IVCB)	0.87 – 0.95	0.779	0.805
Organizational Agility (OZAL)	0.88 – 0.93	0.746	0.898
Competitive Advantage (CPAV)	0.45 – 0.50	0.702	0.903
Performance (PFOF)			
Standard		$\rho_v > 0.70$	$\rho_c > 0.50$

Statistical Significance at the 0.05 Level

Data Analysis: The data obtained from the questionnaires were analyzed using statistical software with the following details:

1. Analysis of general information about the respondents was conducted using frequency and percentage values.
2. Analysis of the reality level of the studied variables was performed using arithmetic means and standard deviations.
3. Analysis of the research model involved the use of Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) to assess the relationships among the variables.

Research Findings

The results, based on the research objectives, are divided into three main topics:

1. The levels of entrepreneurship, innovation capabilities, and organizational agility were rated at the "Agree" level. Meanwhile, knowledge management, competitive advantage, and performance of online food delivery restaurants in Chongqing, China were rated at the "Strongly Agree" level. The results are presented in Table 2.

Table 2: Mean($\bar{x}$), Standard Deviation (S.D.), and interpretation of the levels of studied variables (n = 440).

Variable	$\bar{x}$		
Entrepreneurship (ETPS)	4.17	0.579	Agree
Knowledge Management (KLMM)	4.24	0.598	trongly Agree
Innovation Capabilities (IVCB)	4.19	0.513	Agree
Organizational Agility (OZAL)	4.20	0.591	Agree
Competitive Advantage (CPAV)	4.34	0.510	trongly Agree
Performance (PFOF)	4.23	0.495	trongly Agree

From Table 2, it was found that the variables studied had mean values ranging from 4.17 to 4.34. The variable with the highest mean was Competitive Advantage, followed by Knowledge Management, Performance, Organizational Agility, Innovation Capabilities, and Entrepreneurship, respectively.

Table 3: Correlation coefficients between the observed variables used in the study within the structural equation model.

	OMM	ORC	SDM	LDS	KCT	KSR	KDM	KAC	CDV	CBP	ACA	DTA	DMA	RSA	SPN	CSM	IVM	DFR	FIN	CTM	IMP	LAG
OMM	1																					
ORC	.755**	1																				
SDM	.679**	.706**	1																			
LDS	.622**	.723**	.721**	1																		
KCT	.616**	.723**	.669**	.567**	1																	
KSR	.646**	.697**	.602**	.523**	.737**	1																
KDM	.632**	.669**	.611**	.566**	.703**	.665**	1															
KAC	.533**	.543**	.544**	.489**	.626**	.628**	.687**	1														
CDV	.564**	.609**	.576**	.513**	.694**	.688**	.678**	.670**	1													
CBP	.451**	.488**	.500**	.458**	.614**	.591**	.627**	.578**	.579**	1												
ACA	.555**	.571**	.548**	.561**	.592**	.587**	.574**	.538**	.594**	.573**	1											
DTA	.691**	.714**	.671**	.686**	.699**	.681**	.721**	.582**	.698**	.573**	.624**	1										
DMA	.734**	.719**	.655**	.666**	.714**	.708**	.704**	.646**	.657**	.539**	.609**	.728**	1									
RSA	.657**	.686**	.630**	.671**	.741**	.698**	.728**	.623**	.634**	.636**	.617**	.734**	.773**	1								
SPN	.647**	.616**	.555**	.540**	.612**	.652**	.631**	.621**	.604**	.518**	.525**	.683**	.693**	.580**	1							
CSM	.680**	.678**	.636**	.601**	.613**	.597**	.624**	.523**	.571**	.555**	.518**	.666**	.680**	.648**	.693**	1						
IVM	.621**	.600**	.578**	.586**	.663**	.664**	.606**	.643**	.576**	.506**	.511**	.619**	.686**	.600**	.753**	.669**	1					
DFR	.638**	.628**	.606**	.513**	.674**	.674**	.696**	.636**	.627**	.520**	.554**	.714**	.722**	.682**	.683**	.622**	.661**	1				
FIN	.689**	.662**	.605**	.562**	.601**	.574**	.589**	.510**	.582**	.503**	.566**	.624**	.682**	.657**	.570**	.636**	.574**	.594**	1			
CTM	.707**	.618**	.617**	.550**	.562**	.528**	.529**	.485**	.503**	.507**	.526**	.549**	.636**	.627**	.532**	.634**	.566**	.532**	.732**	1		
IMP	.623**	.580**	.575**	.497**	.573**	.587**	.575**	.541**	.570**	.569**	.554**	.595**	.611**	.597**	.607**	.614**	.609**	.591**	.718**	.731**	1	
LAG	.675**	.672**	.649**	.609**	.609**	.603**	.608**	.542**	.603**	.565**	.616**	.646**	.657**	.618**	.578**	.655**	.597**	.624**	.687**	.681**	.731**	1

* It means statistically significant at the 0.05 level (P-value < 0.05)

Kaiser – Meyer – Olkin = 0.969, Bartlett's Test of Sphericity = 33491.741, df = 2701, P-value = 0.000

From Table 3, the relationships between all pairs of observed variables studied in the structural equation model were examined using Pearson correlation coefficients. It was found that the observed variables with the strongest correlation were Knowledge Storage (KSR) and Knowledge Creation (KCT), with a correlation coefficient of 0.737, which is statistically significant at the 0.05 level. However, this level of correlation does not pose a problem of multicollinearity among the observed variables studied in the same structural equation model (since the R-value does not exceed 0.80). Additionally, overall, the observed variables in this structural equation model are not excessively correlated and are sufficiently related, as indicated by a Kaiser-Meyer-Olkin (KMO) value of 0.969 and Bartlett's Test of Sphericity = 33,491.741 (P-value = 0.000), making it appropriate for joint analysis within the same structural equation model.

2. The influence of entrepreneurship, knowledge management, innovation capabilities, organizational agility, and competitive advantage on the performance of online food delivery restaurants in Chongqing, China. The analysis results indicate that the model did not fit the empirical data because the calculated statistical values were as follows: $\chi^2 = 958.15$, $df = 195$, P-value = 0.00000, Relative $\chi^2 = 4.91$, GFI = 0.83, AGFI = 0.79, RMR = 0.018, SRMR = 0.046, RMSEA = 0.094, P-value for Test of Close Fit = 0.00, NFI = 0.98, IFI = 0.98, CFI = 0.98, and CN = 111.48. Some key statistical values did not meet the required criteria (Jöreskog&Sörbom, 1996). Most of the important goodness-of-fit statistics did not pass the evaluation criteria. Therefore, the researcher adjusted the model to better align with the empirical data, as shown in Table 4 - 5 and Figure 1.

Table 4: Results of the Structural Validity Examination of Latent Variable Measures Using CFA

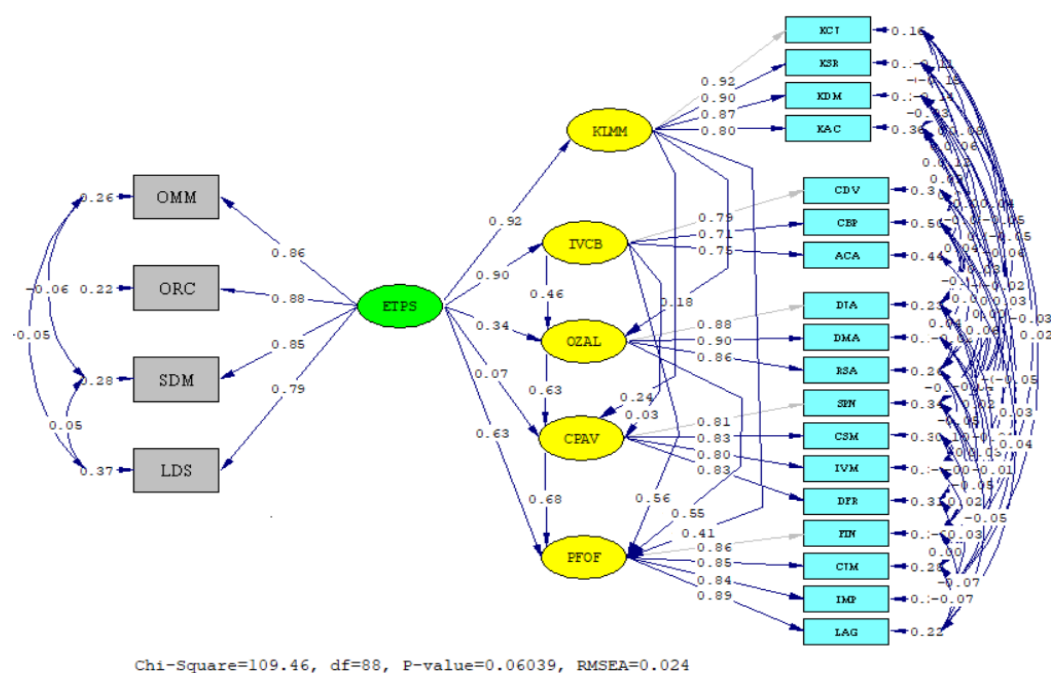
Statistical Measure Used for Evaluation	Standard Criteria	Test Results	Reference for Standard Criteria
Likelihood Ratio Chi-Square Statistic (χ^2)	P-Value > 0.05	109.46 (P-Value = 0.06039)	Jöreskog&Sörbom (1996)
Relative χ^2 (χ^2/df)	< 2.00	1.24	Hooper, Coughlan & Mullen (2008)
Goodness of Fit Index (GFI)	> 0.90	0.98	Diamantopoulos & Siguaw (2000)
Adjusted Goodness of Fit Index (AGFI)	> 0.90	0.94	Schumacker & Lomax (2010)
Root Mean Squared Residual (RMR)	< 0.50	0.0070	Diamantopoulos & Siguaw (2000)
Standardized Root Mean Squared Residual (SRMR)	< 0.50	0.018	MacCallum, et al., (1996)
Root Mean Squared Error of Approximation (RMSEA)	< 0.05	0.024	Schumacker & Lomax (2010)
P-Value for Test of Close Fit	> 0.50	1.00	Hooper, Coughlan & Mullen (2008)
Normal Fit Index (NFI)	> 0.90	1.00	Schumacker & Lomax (2010)
Incremental Fit Index (IFI)	> 0.90	1.00	Jöreskog&Sörbom (1996)
Comparative Fit Index (CFI)	> 0.90	1.00	Schumacker & Lomax (2010)
Critical N (CN)	> 200	486.56	Jöreskog&Sörbom (1996)

Table 4: Results of the Parameter Estimation for Direct Effect, Indirect Effect, and Total Effect Coefficients in the Adjusted Structural Equation Model

Dependent Variable	R ²	Direct Effect	Entrepreneurship (ETPS)	Knowledge Management (KLMM)	Innovation Capabilities (IVCB)	Organizational Agility (OZAL)	Competitive Advantage (CPAV)
Knowledge Management (KLMM)	0.84	DE	0.92*(21.25)	-	-	-	-
		IE	-	-	-	-	-
		TE	0.92*(21.25)	-	-	-	-
Innovation Capabilities (IVCB)	0.81	DE	0.90*(17.30)	-	-	-	-
		IE	-	-	-	-	-
		TE	0.90*(17.30)	-	-	-	-
Organizational Agility (OZAL)	0.89	DE	0.34*(2.20)	0.18*(1.97)	0.46*(4.48)	-	-
		IE	0.59*(3.94)	-	-	-	-
		TE	0.93*(20.49)	0.18*(1.97)	0.46*(4.48)	-	-
Competitive Advantage (CPAV)	0.90	DE	0.07(0.39)	0.24*(2.32)	0.03(0.23)	0.63*(4.00)	-
		IE	0.84*(4.87)	0.12(1.88)	0.29*(2.97)	-	-
		TE	0.91*(18.11)	0.36*(3.32)	0.32*(2.88)	0.63*(4.00)	-
Performance (PFOF)	0.85	DE	0.63*(2.77)	0.41*(2.53)	0.56*(3.10)	0.55*(1.96)	0.68*(3.06)
		IE	0.23(1.06)	0.14(1.88)	0.04(0.29)	0.43*(1.98)	-
		TE	0.86*(18.11)	0.55*(4.56)	0.60*(4.37)	0.98*(6.12)	0.68*(3.06)

*Statistically significant at the 0.05 level

Note: Numbers in parentheses represent t-test statistics. If they are outside the range of (-1.96) to 1.96, the coefficient is statistically significant at the 0.05 level.

**Figure 1:** The Adjusted and Developed Structural Equation Model Fits the Empirical Data

The structural equation model that was developed and adjusted (Adjusted Model) is now consistent with the empirical data, as indicated by the following statistical values: $\chi^2 = 109.46$, $df = 88$, $p\text{-value} = 0.06039$; Relative $\chi^2 = 1.24$; GFI = 0.98; AGFI = 0.94; RMR = 0.007; SRMR = 0.018; RMSEA = 0.024; P-Value for Test of Close Fit = 1.00; NFI = 1.00; IFI = 1.00; CFI = 1.00; CN = 486.56. These values meet the criteria as defined by Jöreskog&Sörbom (1996). The hypothesis testing results align with all the research hypotheses.

3. Presenting the Performance Model for online food delivery restaurants in Chongqing, China. The study found that the performance of online food delivery businesses in Chongqing is driven by entrepreneurship, knowledge management, innovation capabilities, organizational agility, and competitive advantage. Based on these insights, the researcher developed the "EKIOC Model" strategy (E = Entrepreneurship, K = Knowledge Management, I = Innovation Capabilities, O = Organizational Agility, C = Competitive Advantage). In this model, business owners with entrepreneurial qualities help set the vision and direction of the business. Flexible entrepreneurs can quickly adapt to market changes, making rapid decisions to adjust menus, expand delivery channels, or offer special promotions to enhance customer satisfaction and continuously increase sales. Additionally, creativity in market expansion and the use of technology in order management contribute to building a competitive advantage. Knowledge management plays a key role in gathering and analyzing data to improve business performance, such as developing new menus and forecasting consumption trends. Innovation capabilities enhance product differentiation and value, for example, through technology in order management and improved delivery methods for faster service. Offering special promotions attracts new customers and supports continuous sales growth. Competitive advantages, such as using high-quality ingredients and efficient cost management, allow businesses to adapt and grow sustainably in a rapidly changing and competitive environment, as shown in Figure 2.

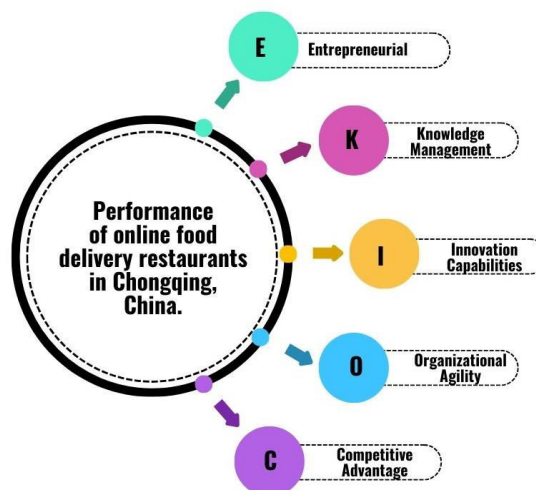


Figure 2: EKIOC Model

Discussion

The survey results on the levels of entrepreneurship, knowledge management, innovation capabilities, organizational agility, competitive advantage, and performance of online food delivery businesses in Chongqing, China reveal key findings. Entrepreneurship, knowledge management, innovation capabilities, organizational agility, and competitive advantage are essential for adaptability and maintaining competitiveness in complex and changing environments. The study highlights the potential for fostering competitiveness and long-term growth. In terms of entrepreneurship, the findings indicate that entrepreneurship is not solely the behavior of entrepreneurs; it also involves collaboration between entrepreneurs, senior managers, and all employees within the organization. This aligns with Al Kharusi et al. (2023), who examined managerial perspectives on entrepreneurship in Oman, stating that managers need to

act entrepreneurially by dedicating essential resources and capabilities to promote motivation and teamwork to achieve organizational success. This includes leveraging opportunities, turning ideas into actions, and utilizing available resources effectively. The findings on knowledge management suggest that effective knowledge management creates a work environment that encourages continuous improvement, which contributes to organizational competitiveness and innovation. This aligns with the research by Rošulj et al. (2024), which found that knowledge management positively impacts the performance and revenue of small and medium-sized enterprises (SMEs). Regarding innovation capabilities, the study indicates that the link between online food delivery services and innovation capabilities is a critical element of success. Innovation capabilities have become crucial in this competitive environment, as innovation influences changes in customer preferences and behaviors. Technological advancements, menu variety, service improvements, and operational efficiency are all components of innovation capabilities. This is consistent with Borowski (2021), who states that effective use of these capabilities helps restaurants better meet changing consumer demands and market realities. Finally, the study's findings on organizational agility and competitive advantage suggest that organizations should develop the ability to anticipate, respond to, and capitalize on changes in highly competitive environments to maintain their market presence, achieve agility, and create competitive advantage. This aligns with Panda & Rath (2018), who state that organizational agility and competitive advantage are critical factors for sustaining long-term performance.

The study on the influence of entrepreneurship, knowledge management, innovation capabilities, organizational agility, and competitive advantage on the performance of online food delivery businesses in Chongqing, China, found that entrepreneurship has a direct positive impact on performance, as well as an indirect impact through knowledge management, innovation capabilities, organizational agility, and competitive advantage. Furthermore, rapid strategic decision-making, the adoption of new technologies, and adding value to products enhance customer satisfaction and promote sustainable business growth. This aligns with Sianipar's (2022) findings, which show that entrepreneurial orientation directly influences both financial and operational performance in small businesses. Similarly, the study by Rošulj et al. (2024) highlights the critical role of knowledge management in Serbian SMEs, emphasizing its impact on both internal operations and external business performance, with knowledge management positively affecting performance through increased revenue and cost reduction. The findings of Al-Taweel & Al-Hawary (2021) further indicate that innovation capabilities are directly related to organizational agility and performance. Organizational agility has both direct and indirect positive effects on performance, enabling businesses to respond swiftly to market changes and maintain a competitive edge. Additionally, competitive advantage, including strategic planning, cost management, innovation management, and differentiation, directly contributes to improved business performance, helping businesses maintain market competitiveness and achieve long-term growth. This aligns with Agus's (2021) research, which found that organizational agility has a direct influence on performance, and with Amin et al. (2016), who studied the role of entrepreneurship in creating competitive advantage and performance among Malaysian SMEs, finding that entrepreneurship has a positive and significant impact on competitive advantage. Moreover, competitive advantage has a positive and significant effect on SME performance.

Suggestions

Based on the study of entrepreneurship, knowledge management, innovation capabilities, organizational agility, and competitive advantage influencing the performance of online food delivery businesses in Chongqing, China, it is recommended that online food delivery entrepreneurs should enhance their entrepreneurial skills in opportunity management and decision-making. Possessing a clear vision and creative thinking enables businesses to respond quickly to changes. Additionally, gathering existing knowledge within the organization to store and disseminate among employees will help ensure that everyone has consistent knowledge and understanding, allowing them to work effectively. Promoting the development of innovation capabilities is also crucial for example, creating new food menus, improving delivery processes for faster service, or using technology for order management and online marketing. Expanding marketing channels through digital platforms and offering special promotions via online media will help businesses

reach more customers and continuously increase sales. Furthermore, developing clear strategies that differentiate from competitors such as offering high-quality food, fast service, and using modern technology in order management is important. Reducing costs without compromising service quality is essential for increasing profitability. Innovation in products and services helps create an advantage over competitors. Having clear differentiation will help attract new customers and retain existing ones in the long term. In addition, clear strategic planning is vital for responding quickly to market changes.

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