

The Metering of Product Quality and Impact of Behavioral Intention of All Business Incubator at Private Indonesian Universities

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Abstract. *The economic development of a country largely depends on the creativity and innovation generated by Micro, Small, and Medium Enterprises (MSMEs), in which universities play a strategic role in fostering entrepreneurial spirit through Technology Business Incubators (IBT). Despite their significant role, business incubators at private universities in Indonesia continue to face various challenges, including limited facilities and suboptimal digital marketing strategies that negatively affect product sales performance. This study aims to examine the synergy between organizational and technological factors, namely environmental support, customer experience, and social media marketing, in influencing product quality and behavioral intention. A quantitative approach with an explanatory research design was employed, and data were collected from 42 valid respondents who were customers of a private university business incubator in Pamulang and had purchased incubator products at least twice. The study integrates the Theory of Planned Behavior (TPB) and the Stimulus-Organism-Response (S-O-R) framework to analyze the causal relationships among variables. Statistical analysis was conducted using SmartPLS 4.0, and the results indicated that all measurement indicators met the required reliability and validity criteria. The findings reveal that Supportive Environment (ES), Customer Experience (CE), and Social Media Marketing (SMM) have significant effects on Product Quality (PQ) and Behavioral Intention (BI). Notably, 72.2% of respondents demonstrated a strong intention to continue using incubator services, suggesting that the synergy between a supportive entrepreneurial ecosystem and innovative digital marketing strategies plays a more substantial role in fostering long-term loyalty than product quality alone. These findings provide valuable insights and serve as an important reference for the advancement of entrepreneurship research across broader geographical regions in Indonesia.*

Keywords: *Environmental Support, Product Quality, Social Media Marketing, Behavioral Intention, Business Incubator, Entrepreneurship.*

INTRODUCTION

A country's economic progress depends heavily on the creativity and innovation generated by Micro, Small, and Medium Enterprises (MSMEs) across various regions. One indicator of this progress is the ratio of business actors, so increasing the growth of entrepreneurs is an obligation for countries seeking regional progress. In this context, universities play a strategic role not only as places of learning but also as promotional media for entrepreneurship, capable of fostering an entrepreneurial spirit through various

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programs launched. Entrepreneurs play a vital role in supporting the country's economy. (Firdaus, Hudaya, & Salam, 2023).

The importance of these institutions is further underscored by the government mandate and innovation requirements set by the Minister of Research, Technology, and Higher Education, which require universities to produce innovations and prototypes applicable to the industry through productive Technology Business Incubators (IBT) (Hardjanti, 2018). The IBT's operations refer to government regulations, such as Presidential Regulation Number 27 of 2013.

This initiative aligns with the Triple Helix model, where startup success is optimized through collaboration between academia, business, and government. Looking at the current scale in Indonesia. Business incubation itself is defined as a multifaceted process to encourage the growth of early-stage businesses through mentoring within a workspace managed by an incubator institution. (Jaelani, 2019; Hassan, 2024). Looking at the current scale in Indonesia, there are presently 185 registered incubators under the Indonesian Business Incubator Association (AIBI), with approximately 61 of them operating within private universities

However, the implementation of these incubators still faces significant challenges, including a lack of comprehensive understanding of the incubation process, limited facilities, and ineffective networks for product commercialization. These issues are compounded by digital marketing limitations, where social media marketing for incubated products is often suboptimal due to inconsistent content strategies, directly impacting sales performance (Hanny, 2023). Furthermore, the effectiveness of social media marketing is often suboptimal due to inconsistent content and inappropriate strategies, which directly impacts low product sales of incubated products (Ahmed, *et al.*, 2022). University support is crucial in facilitating students' increased intention and problem-solving skills in business situations (Surya & Br Sitepu, 2019).

Theoretically, the university environment and support play a significant role in shaping students' entrepreneurial intentions by providing a strong infrastructure and culture of innovation. When students feel supported by a conducive ecosystem, they demonstrate a stronger commitment to innovating product quality to achieve commercial success (Arévalo, 2025). Ultimately, this study posits that a supportive environment paired with innovative marketing strategies is essential to ensure that product quality is high enough to trigger strong consumer purchasing intentions and long-term loyalty (Etzkowitz, 2008).

Beyond internal campus factors, leveraging social media is also key to connecting incubated products with a wider consumer base. Although the legal basis for electronic transactions is in place, challenges in social media marketing, such as inconsistent content, often result in missed reach and sales targets (Theodorakopoulos, Theodoropoulou, & Klavdianos, 2025). Therefore, a supportive environment, and innovative marketing strategies are essential to ensure the quality of the resulting product is capable of triggering strong purchasing intentions and consumer loyalty.

LITERATURE REVIEW

Environmental support is a concept that refers to all forms of support provided by the environment, particularly educational institutions, to foster the development of individual potential (Thompson, 2013). This support encompasses aspects such as physical facilities, institutional policies, organizational culture, and training programs. In the context of higher education, environmental support encompasses policies, culture, and facilities that support the growth of a student entrepreneurial ecosystem (Mahfud, 2025). Key indicators of this variable include the availability of co-working spaces, regulations supporting funding, the intensity of collaborative programs such as seminars, and the quality of guidance from mentors or practitioners.

Customer experience is operationalized as an individual's perception of the quality of service and the range of activities provided by a service provider (such as a business incubator) to accelerate value development (Maldaner, Flávia, & Simon, 2018). This process is an integrated approach that provides access to physical resources, training, intensive mentoring, and access to strategic markets (Serpente, Bolzani, & Grimaldi, 2025). Dimensions of customer experience include the frequency and quality of mentoring, the effectiveness of technical and managerial skills training programs, ease of access to funding, and network development through facilitating business connections.

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Social media marketing is a digital marketing strategy that aims to build strong relationships between brands and consumers through social media platforms (Zhang, 2023). This approach focuses on increasing brand awareness and customer engagement through the distribution of interactive and creative content in real time (Sumiya, et al., 2025). The effectiveness of this strategy is measured by the quality and relevance of the content, the level of customer interaction or engagement (such as responses to comments), the consistency of posting frequency, and the reach of the campaign in creating broader brand visibility.

Product quality reflects the ability of a product or service to meet customer needs through functionality, superior features, and unique offerings. Product quality involves the development of new features or continuous improvements to enhance unique value for consumers (Yue, Bajuri, Khatib, & Lee, 2024). This quality dimension encompasses functional aspects (usability and quality), aesthetic aspects (design and packaging), and differentiation through innovation that provide a competitive advantage for the company.

Behavioral intention in this study is positioned as the result of customer value perceptions and experiences that influence future decisions. It is closely related to purchase intention and customer loyalty. This behavioral intention is the result of effective marketing strategies and customer relationship management, reflecting an individual's tendency to continue using, recommending, or repurchasing a product. Factors such as harmonious environmental support and effective social media interactions have been shown to transform functional interactions into emotional engagement, crucial for long-term loyalty.

The main theory underlying this research is the Theory of Planned Behavior (TPB) developed by Ajzen (1991). This theory states that individual behavior is determined by their intentions, which are influenced by three main factors: attitudes toward the behavior, subjective norms, and perceived behavioral control (Conner, 2020). In this context, Environment Support and Customer Experience act as external factors that shape individual perceptions, which then influence perceived Product Quality and lead to Behavioral Intention. In addition to the TPB, this study employs the Stimulus-Organism-Response (S-O-R) framework proposed by Russell and Mehrabian (1974). This theory explains how the environment (Stimulus) influences the emotional and cognitive states of an individual (Organism), which then results in a behavioral response (Response) (Hongsuchon, Chen, & Khan, 2025). Here, the environmental stimuli (Environment Support and Social Media Marketing variable) influence the internal state of the organism/customer (Customer Experience and Product Quality Perception), which then results in a certain response (Behavioral Intention) (Ma, 2023). This framework reinforces the premise that product quality and customer experience do not stand alone, but rather are the result of environmental stimuli and marketing strategies.

Strong environmental support and positive customer experience are significant predictors of increased perceptions of product quality. According to Jiatong *et al.* (2021), contextual support from the environment not only provides physical resources but also creates higher quality standards through adequate guidance and facilities. This is reinforced by Park (2004), who stated that a well-managed customer experience will enhance their assessment of the actual quality of the product or service received. When customers perceive harmonious environmental support, they tend to view product quality more positively due to the added value provided by the supporting ecosystem.

Product quality is a crucial determinant in determining the direction of customer behavioral intentions. Zeithaml *et al.* (2024) emphasize that perceived product superiority (Product Quality) triggers a strong affective response, which in turn drives the intention to recommend or reuse the service (Behavioral Intention). Products with high differentiation, reliability, and proven functionality will significantly reduce customers' perceived risk, thereby strengthening their commitment to engage in positive behavior toward the brand in the long term.

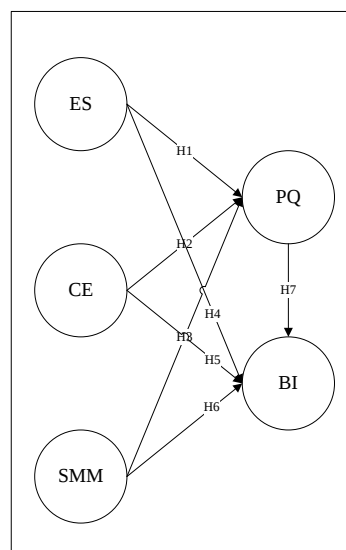
The use of social media as a marketing tool (Social Media Marketing) is highly effective in building visibility that drives purchase intention. Tuten (2023) explains that relevant, transparent, and interactive content on social media serves as a strong reminder and reinforces the perception of quality in consumers' minds. The synergy between communicative social media campaigns and superior product quality will create a greater psychological drive for individuals to take concrete actions, such as repeat purchases or brand loyalty (Behavioral Intention).

METHODS

The development of this research proposed model is supported by a comprehensive ecosystem. A conducive support environment, customer experience (as a form of quality incubation process), and innovative social media marketing strategies are key pillars in ensuring that the resulting product quality meets market expectations. By integrating these variables, this study aims to examine the extent to which the synergy of organizational, environment and marketing elements can trigger strong behavioral intentions, both in the form of purchase intention and long-term customer loyalty. Based on this line of thinking, the method used in this research is a quantitative approach with an explanatory design to analyze the causal relationships between the formulated variables (Faisal, Zakria, Ali, & Khalid, 2024).

This preliminary study was conducted among customers of business incubator products at a private university in Indonesia that is a member of the Indonesian Business Incubator Association (AIBI) <https://aibi.co.id/>, namely the Business Incubator of Universitas Pamulang. The research site was selected based on the important role of business incubators in supporting the development of creative enterprises, as well as the limited number of in-depth studies examining this context. The preliminary research phase provided respondents with a two-week period to complete and return the prerequisite research questionnaire. Subsequently, field data collection was scheduled to take place over a four-month period, from February to May 2026.

This research is a development of what has been done previously. Research that combines the adoption and adaptation of previous models, an above supportive environment, and innovative marketing strategies is essential to ensure the quality of the resulting product is capable of triggering strong purchasing intentions and consumer loyalty. The first construct is Environment Support (ES) and Customer Experience (CE), which is a derivative model of the popular Theory of Planned Behavior (TPB). ES consists of five indicator variables for physical facilities, mentoring systems, ecosystems, credibility, and networks. CE consists of five indicator variables for convenience, professionalism, clarity, responsiveness, and emotional satisfaction. The second construct is Environment Support (ES) and Social Media Marketing (SMM), which is a derivative model of the Theory of *Stimulus-Organism-Response* (S-O-R) framework, which states the organism/customer (Customer Experience and Product Quality Perception). SMM consists of five indicator variables for comprehensiveness, attraction, education, curiosity, and conversion, and PQ consists of five indicator variables for quality, durability, relevance, standardization, and value. Meanwhile, Behavioral Intention (BI) refers to a certain response, which consists of five indicator variables for reputation, trust, image, identity, and association. In conjunction with basic concept, is used as a measurement model validation in structural equation modeling (SEM) applications, including construct validation and scale development (Husain, 2019).



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FIGURE 1. The Proposed Model (Ajzen, 1991; Russell & Mehrabian, 1974)

TABLE 1. List of the Latent and Indicator Variables

Latent Variable	Indicator Variable	References
Environment Support	ES ₁	(Ahmed, <i>et al.</i> , 2022; Surya & Br Sitepu, 2019; Arévalo, 2025)
	ES ₂	(Firdaus, Hudaya, & Salam, 2023; Hassan, 2024; Serpente, Bolzani, & Grimaldi, 2025)
	ES ₃	(Etzkowitz, 2008; Jaelani, 2019; Maldaner, Flávia, & Simon, 2018)
	ES ₄	(Hardjanti, 2018; Hanny, 2023; Arévalo, 2025)
	ES ₅	(Ahmed, <i>et al.</i> , 2022; Hassan, 2024)
Customer Experience	CE ₁	(Maldaner, Flávia, & Simon, 2018; Zeithaml, Bitner, Gremler, & Mende, 2024)
	CE ₂	(Maldaner, Flávia, & Simon, 2018; Zeithaml, Bitner, Gremler, & Mende, 2024)
	CE ₃	(Ma, 2023; Hongsuchon, Chen, & Khan, 2025)
	CE ₄	(Ma, 2023; Zeithaml, Bitner, Gremler, & Mende, 2024)
	CE ₅	(Maldaner, Flávia, & Simon, 2018; Hongsuchon, Chen, & Khan, 2025)
Social-Media Marketing	SMM ₁	(Tuten, 2023; Zhang, 2023)
	SMM ₂	(Sumiya, <i>et al.</i> , 2025; Theodorakopoulos, Theodoropoulou, & Klavdianos, 2025)
	SMM ₃	(Zhang, 2023; Tuten, 2023)
	SMM ₄	(Theodorakopoulos, Theodoropoulou, & Klavdianos, 2025; Ma, 2023)
	SMM ₅	(Zhang, 2023; Sumiya, <i>et al.</i> , 2025; Hongsuchon, Chen, & Khan, 2025)
Product Quality	PQ ₁	(Yue, Bajuri, Khatib, & Lee, 2024; Zeithaml, Bitner, Gremler, & Mende, 2024)
	PQ ₂	(Yue, Bajuri, Khatib, & Lee, 2024)
	PQ ₃	(Zhang, 2023; Tuten, 2023)
	PQ ₄	(Zeithaml, Bitner, Gremler, & Mende, 2024; Ahmed, <i>et al.</i> , 2022)
	PQ ₅	(Yue, Bajuri, Khatib, & Lee, 2024; Zeithaml, Bitner, Gremler, & Mende, 2024)
Behavioral Intention	BI ₁	(Zeithaml, Bitner, Gremler, & Mende, 2024)
	BI ₂	(Ajzen, 1991; Park, Robertson, & Wu, 2004)
	BI ₃	(Park, Robertson, & Wu, 2004; Conner, 2020)
	BI ₄	(Ajzen, 1991; Jiatong, <i>et al.</i> , 2021)
	BI ₅	(Park, Robertson, & Wu, 2004; Thompson, 2013)
	BI ₅	(Ajzen, 1991; Jiatong, <i>et al.</i> , 2021)

Author Elaborated (2026)

During the data collection process, a pilot test was first conducted with respondents who completed the questionnaire directly to identify potential shortcomings, ambiguities, and weaknesses in the questionnaire items. Subsequently, the questionnaire was distributed through Google Forms, yielding a total of 50 responses, of which 42 were considered valid and eligible for further analysis. Data processing uses MS Excel 2013 application and SmartPLS 4.0 partial squares application to display indicators of reliability,

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internal consistency reliability, convergent validity, and discriminant validity assessment (Campbell & Fiske, 1959; Cheah, Magno, & Cassia, 2024).

The calculation results will be validated with input references for interpretive assessment. There will be information from the respondent's demographics as well as aspects of the respondent that can be considered in the analyses phase in interpretive assessment (Banha, Flores, & Coelho, 2022). Statistical results and interpretive analyzes then make reference confirmations which, after going through the analysis process, will be used as findings and recommendations.

RESULTS AND DISCUSSION

Results

In the table below, three demographic respondent categories are explained namely, gender, age, social status, education status, and occupation.

TABLE 2. Respondent's Demographic

Category	Description	% of Earned
Gender	Male	47.62
	Female	52.38
Age	21–25 years old	2.38
	26–30 years old	2.38
	31–35 years old	11.90
	36–40 years old	19.05
	> 40 years old	64.29
Social Status	Single	11.90
	Married	88.10
Educational Status	Bachelor	7.14
	Postgraduate	92.86
Occupation	Having Own Business	7.14
	Worked	88.10
	Retired	4.76

Author Elaborated (2026)

Based on the research findings, the demographic profile of the 50 respondents involved in this study reveals a mature and highly educated participant base. In terms of gender distribution, the sample is slightly more female at 52.38% compared to male at 47.62%, while the age distribution shows a significant majority of 64.29% being over 40 years old. Regarding education and professional background, a vast majority of 92.86% of respondents hold postgraduate degrees, and 88.10% are currently employed, with a smaller portion of 7.14% running their own businesses. To ensure the data reflected strategic policy-making perspectives, a strict sampling technique was employed where questionnaires were exclusively answered by company owners or top managers.

Data collected, around 50 paper-based questionnaires distributed at all business incubator at Private Indonesian Universities, with almost 42 (84 percent) data, can be used. Other than that, the questionnaire was distributed through WhatsApp media using the Google Form application to around 42 prospective respondents. Referring to the sampling technique used, filling in questionnaires is only done to the all business incubator at Private Indonesian Universities. In total there are 30 questions consist of five questions that are general questions, and 25 questions on a five-point Likert scale of five Linkert is a fundamental part of the survey instrument.

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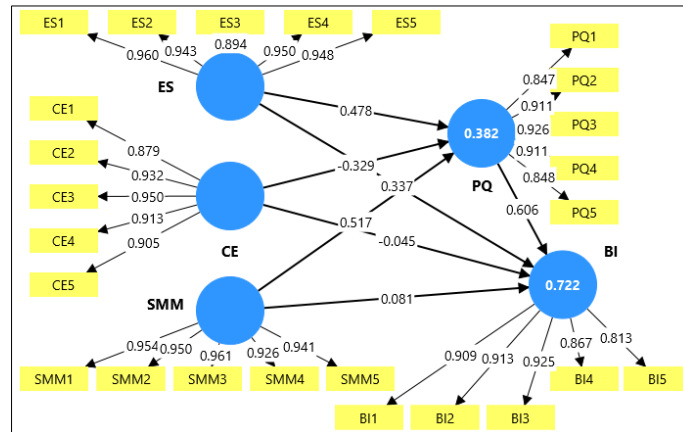


FIGURE 2. The results of the PLS-SEM assessment

One method often used by researchers in the SEM field is measuring the model through confirmatory factor analysis by testing convergent and discriminant validity (Campbell & Fiske, 1959). Based on statistical examination, the results show:

- Indicator reliability is seen by observing item relationships indicators and variables that have a threshold of 0.7. Composite Reliability (CR) of variables with a threshold value of 0.7, and cross-item comparisons loading between variables. Twenty-five indicators were accepted based on the five stipulation variables above.
- Internal consistency reliability is seen based on the CR threshold of 0.7 and above. Researchers prefer to use CR rather than Cronbach's Alpha (CA) by looking at the CR assumptions on a specific variable. Statistically, the CR value of the study indicator reaches the threshold value. This is not following the objectives of testing internal consistency reliability. The result is the CR values of all variables have met the statistically required to be used.
- Convergent validity was assessed with an Average Variance Extracted (AVE) value with a limit value of 0.5 or above. According to this assessment, all indicators are accepted based on this threshold. Discriminant validity was assessed through cross-loading analysis using the square root of AVE to identify which variable was different from the others. AVE ratio is higher than the score of its cross-load (Hair Jr, Matthews, Matthews, & Sarstedt, 2017).

TABLE 3. Outer Loadings – Matrix Score

	BI	PQ	ES	CE	SMM
BI1	0.909				
BI2	0.913				
BI3	0.925				
BI4	0.867				
BI5	0.813				
PQ1		0.847			
PQ2		0.911			
PQ3		0.926			
PQ4		0.911			
PQ5		0.848			
ES1			0.960		
ES2			0.943		

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ES3	0.894
ES4	0.950
ES5	0.948
CE1	0.879
CE2	0.932
CE3	0.950
CE4	0.913
CE5	0.905
SMM1	0.954
SMM2	0.950
SMM3	0.961
SMM4	0.926
SMM5	0.941

Author Elaborated (2026)

The above SmartPLS 4.0 calculation results can be used as a substance for interpretive evaluation by considering the response and cognition of the sample from the respondents' demographics. Based on the structural model assessment and interpretive analysis, this study provides several important insights into the factors influencing business incubators. Performance indicators for Supportive Environment (ES), Customer Experience (CE), and Social Media Marketing (SMM) achieved a "fairly good" rating. This moderate performance is attributed to the strategic policy-making approach of respondents, who are mostly owners or top managers, as well as the continuous improvement of quality of products at all business incubators at Private Indonesian Universities. Regarding behavioral intention (BI), the majority of respondents (72.2%) indicated that the level of intention to use all business incubators at Private Indonesian Universities exceeded 38.2% from product quality (PQ). Ultimately, these findings demonstrate strong Strategic Impact, proving that the synergy between environment support (ES) and innovative digital marketing (SMM) serves as a crucial pillar in ensuring product quality meets market expectations and triggers long-term behavioral intention (BI), including purchase intention and customer loyalty.

CONCLUSIONS

Based on the research objectives and structural model assessment, this study concludes that all proposed factors significantly influence product quality and usage intentions in business incubator development. Psychometric analysis confirmed that all indicators met the required statistical thresholds, including cross-loading values above 0.7, composite reliability greater than 0.7, and Average Variance Extracted (AVE) exceeding 0.5. These results reflect strong "fairly good" ratings for performance indicators such as Supportive Environment (ES), Customer Experience (CE), and Social Media Marketing (SMM), which are driven by strategic policymaking by company owners and top managers.

Furthermore, this study highlights a significant relationship between product quality and behavioral intentions. It found that 72.2% of respondents indicated a high intention to use a business incubator, a figure significantly exceeding the 38.2% impact attributed to product quality (PQ) alone. This suggests that the synergy between a supportive environment and innovative digital marketing is a crucial pillar in ensuring product quality meets market expectations and fostering long-term customer loyalty in the context of all business incubators at Private Indonesian Universities. Although these findings are currently limited to respondents in several areas of Jakarta and its surroundings, these findings serve as a primary reference for further research that aims to cover the entire regions of Java, Sumatra, Kalimantan, Sulawesi, Bali, NTB, Maluku, and Papua to capture the diversity of SMEs across a wider geographical scope.

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