Journal of Economic, Management, Accounting and Technology (JEMATech)
Vol. 8, No. 2, Agustus 2025
p-ISSN : 2622-8394 | e-ISSN : 2622-8122
https://ojs.unsiq.ac.id/index.php/jematech
DOI: https://doi.org/10.32500/jematech.v8i2.8796

Dynamic Capability, Knowledge Management, Organization Agility and Innovation on Competitive Performance of MSMEs in Batam City

Listia Nurjanah [1)], Kristina Thai [2)]
Universitas Internasional Batam[1,2]
listia@uib.ac.id[1], 2141145.kristina@uib.edu[2]

Abstrak

Penelitian ini bertujuan untuk mengetahui faktor-faktor yang memengaruhi Kinerja Kompetitif pada UMKM, yang menjadi semakin penting mengingat tantangan signifikan yang dihadapi UMKM akibat dampak pandemi COVID-19, seperti penurunan permintaan dan kesulitan mendapatkan bahan baku, serta meningkatnya persaingan di era digital. Populasi dalam penelitian ini adalah para manajer dan pemilik bisnis di Kota Batam, Indonesia, dengan total 260 responden. Analisis data dalam penelitian ini menggunakan analisis kuantitatif, dengan menyebarkan kuesioner kepada manajer dan pemilik bisnis di Kota Batam, Indonesia, serta melakukan pengujian hipotesis. Hasil dari penelitian ini menunjukkan bahwa Kemampuan Dinamis memiliki pengaruh signifikan terhadap Kinerja Kompetitif, Kemampuan Dinamis memiliki pengaruh signifikan terhadap Kelincahan Organisasi, Inovasi memiliki pengaruh signifikan terhadap Kinerja Kompetitif, Manajemen Pengetahuan memiliki pengaruh signifikan terhadap Kinerja Kompetitif. Manajemen Pengetahuan memiliki pengaruh signifikan terhadap Kemampuan Dinamis, Manajemen Pengetahuan memiliki pengaruh signifikan terhadap Inovasi, dan yang terakhir adalah Kelincahan Organisasi memiliki pengaruh signifikan terhadap Kinerja Kompetitif.

Kata kunci : kinerja kompetitif, kemampuan dinamis, inovasi, manajemen pengetahuan dan kelincahan organisasi.

Abstract

This research This study aims to identify the factors influencing Competitive Performance in MSMEs, which has become increasingly crucial considering the significant challenges faced by MSMEs due to the impact of the COVID-19 pandemic, such as declining demand, difficulties in sourcing raw materials, and growing competition in the digital era. The population of this study consists of managers and business owners in Batam City, Indonesia, with a total of 260 respondents. The data analysis in this study employs quantitative analysis by distributing questionnaires to managers and business owners in Batam City, Indonesia, and conducting hypothesis testing.

The results of this study indicate that Dynamic Capability has a significant effect on Competitive Performance, Dynamic Capability has a significant effect on Organizational Agility, Innovation has a significant effect on Competitive Performance, and Knowledge Management has a significant effect on Competitive Performance. Furthermore, Knowledge Management has a significant effect on Dynamic Capability, Knowledge Management has a significant effect on Innovation, and finally, Organizational Agility has a significant effect on Competitive Performance.

Keywords*: competitive performance, dynamic capability, innovation, knowledge management and organizational agility.*

1. INTRODUCTION

The Covid-19 pandemic that occurred in November 2019 caused difficulties for 30 million MSMEs in Indonesia, and around 7 million workers lost their jobs. However, start-up companies such as Shopee, Tokopedia, and Blibli managed to survive and experience growth during the pandemic because they were able to meet the needs of the community without leaving the house. According to Bank Indonesia data, the number of e-commerce transactions also more than doubled from 80 million in 2019 to 140 million in 2022. Likewise,

the number of MSMEs in Indonesia increased from 6,953,975 to 7,304,554 in 2021. MSMEs have made a great contribution to GDP of 60.5% despite having various problems. Surveys by UNDP and LPMUI show that 48% of MSMEs are facing raw material problems, 77% have lower incomes, 88% have experienced a decline in buyer interest, and 97% have experienced a decline in asset value during the pandemic (Limanseto, 2022). Reported by Coordinating Ministry for Economic Affairs of the Republic of Indonesia in Batam City Cooperatives and Micro, Small and Medium Enterprises Office stated that there were around 1900 MSME actors affected by Covid-19 in Batam City. Starting from the declining turnover due to the decrease in demand, to the difficulty of obtaining raw materials due to large-scale social restrictions (PSBB) in a number of regions.

Dynamic capabilities known as the ability of an organization to deliberately create, expand, and transform a pool of resources in order to be able to react to changes in the environment (Helfat & Peteraf, 2003). MSMEs, especially in Batam City, must be able to adapt after the pandemic ends by improving their ability internally to survive and find solutions. Running a business after Covid-19 requires knowledge management or knowledge management to manage the business well and plan the right strategy to achieve success and compete in its field of business. According to (*Alyoubi* et al., 2018), knowledge management is essential in competitive and changing businesses. In addition, MSMEs must agile in adapting to the existing situation. Agility is to succeed in competition through speed, innovation, and quality by integrating transformable resources and best practices from knowledge (Ashbalami *Gusmita*, 2007).

The ability of MSME managers to adapt to changes is essential for the survival of the organization (Da*videsc*u et al., 2020). One of the essential tools for gaining and maintaining a competitive advantage in a rapidly changing market is the ability of organizations to innovate (Setiadi et al., 2022). Innovation is a change in culture, process, or service to create sustainable value for customers (Purwianti, 2023). Innovation improves organizational performance, making a link between planning strategies and the performance of public organizations in developing countries. (Suyono Saputra et al., 2019). The competition of MSMEs in Batam City, which is located in a strategic position and displayed with foreign countries, requires product/service superiority as a differentiator from other MSMEs. In order to survive, MSMEs need tactics such as using new and innovative marketing strategies, innovating with products, optimizing employees and improving internal capabilities. The research was conducted to find out the internal factors that can be improved by MSMEs in facing post-pandemic competition. These advancements necessitate a renewed focus on dynamic capabilities, knowledge management, and organizational agility to ensure long-term competitive performance. This study explores the internal factors that MSMEs in Batam City can enhance to navigate post-pandemic challenges and seize opportunities in a competitive landscape.

2. LITERATURE REVIEW

Relationship Between Variables

Relationship of Dynamic Capability to Organizational Agility

According to Helfat & Peteraf (2003), Dynamic Capability is an organization that is able to optimize its resources, both tangible and intangible, as well as master human assets with preferential access by the company (Helfat & Peteraf, 2003). This theory was pioneered by Teecec and Pisano (1994) in the context of the absorption of knowledge and skills in a dynamic competitive environment. According to Crowe and Abraham (2019), the success of an agile organization depends on the expertise, attitude and behavior of the organization by the team or individual (Sakitri, 2021). Adaptability is important in the face of change. Research in Jordan found that 86% of respondents were able to adapt and solve problems. The study also shows that resource-based Dynamic Capability affects Organizational Agility. These findings support the intensive use of information technology (Awwad et al., 2022).

From the above research, the first hypothesis is:

H1: Dynamic capability has a significant effect on Organizational Agility

The Relationship of Dynamic Capability to Competitive Performance

Competitive Performance is the ability of a company to achieve superior performance. The European study found three main focuses: the relationship of Dynamic Capabilities to competitive advantage, the comparison of ordinary and dynamic capabilities, and their impact on competitive advantage and performance. Evaluation of the company's Competitive Performance is carried out to measure success. According to Schilke

et al. (2018), there is no comprehensive framework to understand Dynamic Capabilities to competitive company performance (Schilke et al., 2018). Research findings from Dynamic Capabilities as an antecedent of open Innovation in competitive companies (Pundziene et al., 2021).

From the above research, the second hypothesis is:

H2: Dynamic Capability has a significant effect on Competitive Performance

The Relationship of Organizational Agility to Competitive Performance

According to Arianty, it is an effort to find a profitable position in a competitive industry (In Arianty, 2016). Dynamic capabilities enhance assets, consolidate and protect companies in the face of change. (Mikalef et al., 2020). This opinion is reinforced by Nuraeni's (2017) suggestion, Dynamic Capabilities affect competitive performance through changes in operations and create value by modifying operations. Study shows positive effects on marketing and technology (Nuraeni et al., 2017). Improved sensing and Dynamic Capabilities: market adaptability, innovation, technological capabilities. (Mikalef et al., 2020).

From the above research, there is a third hypothesis, namely:

H3: Organizational Agility has a significant effect on Competitive Performance

The Relationship of Knowledge Management to Dynamic Capability

The study found that there is a significant influence between knowledge management and organizational performance through dynamic organizational capabilities. However, the direct influence of knowledge management without involving the Dynamic Capabilities variable is not significant. This shows the importance of knowledge management in improving organizational performance. (Najmi et al., 2018). Research shows that knowledge management is an important factor for organizational Dynamic Capabilities that has an impact on improving organizational performance.

From the above research, the fourth hypothesis is:

H4: Knowledge Management has a significant effect on Dynamic Capability

The Relationship of Knowledge Management to Competitive Performance

The market environment is changing and full of chaos. Essential knowledge for excellence. Knowledge Management is important in improving employee skills and company performance. The study used questionnaires and SEM on SMEs in Cepogo Boyolali with 229 respondents. The results of the analysis showed that Knowledge Management had a positive and significant effect on Competitive Advantage, with a CR value of 2,110 and a p-value of 0.035. This relationship is significant, in line with the CR>1.97 and p-value<0.05. (Sugito & Kamaluddin, 2018).

From the above research, the fifth hypothesis is:

H5: Knowledge Management has a significant effect on Competitive Performance

The Relationship between Knowledge Management and Innovation

According to Mazidah & Rohana (2020) Innovation: looking for new things related to inputs, processes, outputs for the benefit of humans (Mazidah & Laily, 2020). A new method creates something, the output of the result of a new engineering process. (Makmur & Rohana, 2012:9). According to Drucker (2012) in Makmur and Thahier (2015) Innovation is a new way of doing different businesses. There are two types of innovation: product and process. Positive relationship between Knowledge Management, CRM, and Innovation Capability. (Sadeghi & Rad, 2018).

From the above research, the sixth hypothesis is:

H6: Knowledge Management has a significant effect on Innovation

The Relationship between Innovation and Competitive Performance

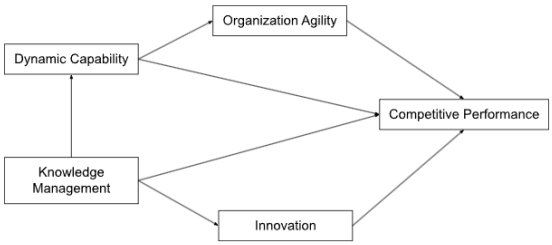
Competitive Performance is a company's performance in a competitive market, judged by the benefits it provides to consumers through cheaper prices or unique offers. Basheer and Saeed (2011) Competitive Performance aims to help companies become more effective in the market. Research in Tulungagung shows that good innovation contributes to competitive advantage. (Sugito & Kamaluddin, 2018).

From the above research, the last hypothesis is:

H7: Innovation has a significant impact on Competitive Performance

Figure 1. Research Model

Journal of Economic, Management, Accounting and Technology (JEMATech)
Vol. 8, No. 2, Agustus 2025
p-ISSN : 2622-8394 | e-ISSN : 2622-8122
https://ojs.unsiq.ac.id/index.php/jematech
DOI: https://doi.org/10.32500/jematech.v8i2.8796



Source(s): Author (2023)

3. RESEARCH METHOD

The study on the influence of Dynamic Capability, Knowledge Management, Organizational Agility, and Innovation on the Competitive Performance of MSMEs in Batam during the Covid-19 pandemic utilized a quantitative method with respondent data collected through Google Forms. The researcher focuses on business owners of various ages as samples, aligning with the perspective of James and Cantillon, who argue that entrepreneurs possess the ability to enhance economic productivity (James & Cantillon, 1953). Given the significant size of the younger generation, the study also highlights Generation Z, who are both concerned about and mindful of environmental issues (Sugito & Kamaluddin, 2018). The data for this study were collected through a questionnaire distributed to business owners in Batam City based on respondent position criteria. Respondents were required to be over 18 years old and either own a business or hold a position above the supervisory level. The Google Form questionnaire was distributed from December 2023 to March 2023, targeting a minimum of 250 respondents. To ensure validity, 312 questionnaires were sent out. The questionnaire included 25 questions using a 5-point Likert scale (Hair et al., 2019). This study used SPSS and PLS software to analyze complex models and latent variables. PLS was particularly employed to detect measurement errors and model moderation effects without assuming data distribution. The use of VIF values, with the highest value being 2.4, helped reduce bias. Descriptive statistics in SPSS Version 25.2 were used to understand and interpret the research data. Data validation was conducted by ensuring a sufficient number of respondents and evaluating outer loading and AVE values. Reliability measurements with a value of ≥0.7 were considered reliable (Hair et al., 2019).

4. RESULT AND DISCUSSIONS

Characteristics of Respondent

The result of 260 respondents who filled out and answered the questionnaire are explained based on the table below:

Table 1. Characteristics of Respondents

Description	Category	Total Respondents	Percentage
Gender	Male	117	55%
	Female	143	45%
Age	18-30	123	47.3%
	31-40	124	47.7%
	41-50	12	4.6%
	51-60	1	0.4%
	>60	0	0%
Job	Civil Servants	4	1.5%
	Private Employee	203	78.1%
	Entrepreneur	52	20%
	Students	1	0.4%

Income Range	<Rp4.500.000	0	0%
	IDR 4,500,000-IDR 10,000,000	230	88.5%
	IDR 10,000,001-IDR 15,000,000	25	9.6%
	IDR 15,000,001-IDR 20,000,000	5	1.9%
	>Rp20.000.000	0	0%

Out of a total of 260 respondents who filled out and answered the questionnaire, the majority were male, totaling 117 individuals (55%), while the remaining 143 respondents (45%) were female. Based on age groups, most respondents were aged between 18–30 years, totaling 123 individuals (47.3%), and 31–40 years, totaling 124 individuals (47.7%). Respondents aged 41–50 years accounted for 12 individuals (4.6%), while only 1 respondent (0.4%) was aged 51–60 years, and there were no respondents over 60 years old. In terms of occupation, the majority of respondents were private employees, totaling 203 individuals (78.1%), followed by entrepreneurs with 52 individuals (20%), civil servants with 4 individuals (1.5%), and students with 1 individual (0.4%). Regarding income range, most of the respondents had an income of IDR 4,500,000–IDR 10,000,000, totaling 230 individuals (88.5%). Additionally, 25 respondents (9.6%) had an income between IDR 10,000,001–IDR 15,000,000, 5 respondents (1.9%) earned IDR 15,000,001–IDR 20,000,000, and there were no respondents with an income below IDR 4,500,000 or above IDR 20,000,000.

Discriminant Validity Test

This principle is based on the concept that variable construct values should be able to provide a correlation value whose weight is greater compared to the construct indicator. The technique used in measuring the validity of this discrimination is the Fornel-Lacker Criterion as follows:

Table 2. Fornell-Lacker Criterion

Variable	CP	DC	IN	KM	OA
Competitive Performance	0,710				
Dynamic Capability	0,468	0.754			
Innovation	0,311	0.571	0.737		
Knowledge Management	0,431	0.684	0.552	0.720	
Organizational Agility	0,358	0.490	0.274	0.440	0.719

Another technique for testing discriminatory validity is to use the Fornell-Lacker Criterion. The AVE should be greater than the correlation of the constructs in the model. (Hair et al., 2019). The data in table 5 states that all variable constructs meet these criteria, because each variable shows a correlation whose value is greater in the measurement of its own variable than in the relationship with other variables.

Reliability Validity Test

Reliability refers to the evaluation of the ability of a measurement method to produce consistent and reliable data. In other words, this test is carried out to ensuring that the measuring instrument can provide consistent results repeatedly. Reliability was tested using Composite reliability, where a Composite reliability value of ≥ 0.7 indicates that the measurement instrument is considered reliable Reliability refers to the evaluation of the ability of a measurement method to produce consistent and reliable data. In other words, this test is carried out to ensuring that the measuring instrument can provide consistent results repeatedly. Reliability was tested using Composite reliability, where a Composite reliability value of ≥ 0.7 indicates that the measurement instrument is considered reliable. The analysis in Table 7 shows that the overall composite reliability value > 0.7, which indicates that all variables are reliable. Therefore, it can be concluded that all

instruments in this study have a high level of reliability. The analysis in Table 7 shows that the overall composite reliability value > 0.7, which indicates that all variables are reliable. Therefore, it can be concluded that all instruments in this study have a high level of reliability.

Table 3. Realibility Statistics

Variable	Composite Reliability
Competitive Performance	0.835
Dynamic Capability	0.868
Innovation	0.855
Knowledge Management	0.843
Organization Agility	0.842

Inner Model

The structural model, often referred to as the inner model, is a conceptual framework used to understand the cause-and-effect relationship between variables in a study. The main purpose of creating this model is to test the validity of the hypothesis proposed by the researcher.

Path Coefficients

Table 4. Path Coefficients

Jalur	T Statistic	P Values	Hypothesis	Vulnerability
DC -> CP	2.72	0.007	H1	Significant
DC -> OA	9.07	0.000	H2	Significant
IN -> CP	0.43	0.670	H3	Not Significant
KM -> CP	1.84	0.066	H4	Not Significant
KM -> DC	15.45	0.000	H5	Significant
KM -> IN	10.55	0.000	H6	Significant
OA -> CP	2.14	0.033	H7	Significant

a. H1 Testing Findings

Dynamic capability had a significant effect on competitive performance with a calculated T value of 2.715 and a p-value of 0.007. With good adaptation to trends, technology, and the business environment, companies can achieve better competitive performance which states that dynamic capability has a significant effect on competitive performance Ferreira et al. (2020). Thus, the H1 hypothesis is accepted.

b. H2 Testing Findings

These finding show that dynamic capability has a significant influence on organizational agility. It is evident from the T value of 9.071 and the p value of 0.000. This indicates that the greater the Dynamic Capability that the company has, the more quickly the company will be able to respond to existing changes. This is in line with the findings of his research Gyemang & Emeagwali (2020) which states that dynamic capability has a significant effect on organizational agility. Thus, the H2 hypothesis is accepted.

c. H3 Testing Findings

These finding show that Innovation does not have a significant influence on competitive performance. It is evident from the T value of 0.426 and the p value of 0.670. This indicates that Innovation cannot affect the company's Competitive Performance. This contradicts the findings of his research Sultana et al., (2022) which states that innovation has a significant effect on competitive performance. Thus, the H3 hypothesis was rejected.

d. H4 Testing Findings

These findings show that knowledge management does not have a significant influence on competitive performance. It is evident from the T value of 1.841 and the p value of 0.066. This indicates that knowledge management skills cannot affect its Competitive Performance. This contradicts the findings of his research Rehman et al., (2022) which states that knowledge management has a significant effect on competitive performance. Thus, the H4 hypothesis was rejected.

e. H5 Testing Findings

These findings show that knowledge management has a significant influence on dynamic capability. It is evident from the T value of 15,446 and the p value of 0.000. This indicates that the better the company's knowledge management capabilities, the more the company will achieve its Dynamic Capability in responding to existing changes. Kaur (2022) which states that knowledge management has a significant effect on dynamic capability. Thus, the H5 hypothesis is accepted.

f. H6 Testing Findings

These findings show that knowledge management has a significant influence on innovation. It is evident from the T value of 10,554 and the p value of 0.000. This indicates that the greater the Dynamic Capability that the company has, the more likely it will be to carry out Innovation. This is in line with the findings of his research Migdadi (2020) which states that knowledge management has a significant effect on innovation. Thus, the H6 hypothesis was accepted.

g. H7 Testing Findings

These findings show that organizational agility has a significant influence on competitive performance. It is evident from the T value of 2.139 and the p value of 0.033. This indicates that the greater the company's ability to respond quickly, the better Competitive Performance they can achieve. This is in line with the findings of his research Gyemang & Emeagwali (2020) which states that organizational agility has a significant effect on competitive performance. Thus, the H7 hypothesis was accepted.

R-Square

This test is intended to measure how well the model can explain its dependent variables. This is done by looking at the adjusted R Square, which is the value of the R Square that has been adjusted to the number of degrees of freedom in the calculation. The determination coefficient has a value range between 0 and 1. The closer the value is to 1, the stronger the influence (Hair et al., 2021). The results are stated as follows:

Table 5. R-Square

Variable	R-Square	Adjusted R-Square
Competitive Performance	0.258	0.247
Dynamic Capability	0.468	0.466
Innovation	0.305	0.302
Organization Agility	0.240	0.237

Standarized Root Mean Residual (SRMR)

This test is intended to assess the suitability of the correlation matrix in the model. A model is considered to match the data if the Standardized Root Mean Square Residual (SRMR) value obtained is less than 0.1 (Shi et al., 2018). The SRMR value is still above 0.1, so it is not optimal. The result has a sample mean of 0.127 and a presented percentage of 12.7%, while the Estimated Model shows a sample mean of 0.131 and a presented percentage of 13.1%.

Table 6. SRMR

Variable	Sample Mean (M)	Presented %
Saturated Model	0.127	12.7%
Estimated Model	0.131	13.1%

Quality Index

This test is carried out to measure how good the quality of a research model that has been made by the researcher is. In this context, the researcher uses an index called the term goodness of fit (Hair et al., 2021). Goodness of fit is a comparison between the model that has been specifically described and the observed covariance matrix. The goodness of fit value is considered low if the value is more than 0.10, medium if it is more than 0.25, and high if it is more than 0.36. This study obtained a GoF value of 0.411, so the quality is categorized as high because it is above 0.36.

$$Indeks\ GoF = \sqrt{Rata - rata\ AVE\ x\ Rata - rata\ R^2}$$

$$Rata - rata\ AVE = \frac{0.504+0.569+0.542+0.519+0.518}{5} = 0.5304$$

$$Rata - rata\ R2 = \frac{0.258+0.468+0.305+0.240}{4} = 0.31775$$

$$Indeks\ GoF = \sqrt{0.5304\ x\ 0.31775}$$

$$Indeks\ GoF = 0.411$$

5. CONCLUSION

Dynamic Capability is an important factor in increasing a company's activities and their awareness of changes in the business environment. This study found that the company's Organizational Agility and Competitive Performance are related to Dynamic Capability. This research also identifies Organizational Agility, and Dynamic Capabilities as the main elements that can improve the Competitive Performance of micro, small, and medium companies. In addition, companies need to build positive relationships with suppliers to deal with the necessary changes. This study also reveals that Innovation and knowledge management is not significant related to competitive performance. The results of this study provide benefits for company officials in decision-making and strategy. In addition, this study also provides a standard for managers in communicating with stakeholders about the use and management of corporate knowledge management. Companies must also meet customer needs, evaluate internal procedures, and collaborate with corporate partners.

DAFTAR PUSTAKA

Alyoubi, B., Hoque, M. R., Alharbi, I., Alyoubi, A., & Almazmomi, N. (2018). Impact of Knowledge Management on Employee Work Performance: Evidence from Saudi Arabia. The International Technology Management Review, 7(1), 13. https://doi.org/10.2991/itmr.7.1.2

Anggraini, P., Aditi, B., & Bisnis, F. E. (2022). THE ROLE OF COMPETITIVE ADVANTAGE IN MEDIATING MARKET ORIENTATION AND ENTREPRENEURSHIP ORIENTATION IN THE PERFORMANCE OF UKMDI DURING THE COVID-19 PANDEMIC. 398–410. https://kemenkopukm.go.id/data-umkm,

Aswalmi Gusmita, L. S. (2007). THE IMPACT OF STRATEGIC DECISION MAKING APPROACH TO THE PUBLIC SERVICE PERFORMANCE WITH THE ROLE OF ORGANIZATIONAL AGILITY : A RESEARCH FRAMEWORK. Applied Microbiology and Biotechnology, 85(1), 2071–2079.

Awwad, A. S., Ababneh, O. M. A., & Karasneh, M. (2022). The Mediating Impact of IT Capabilities on the Association between Dynamic Capabilities and Organizational Agility: The Case of the Jordanian IT Sector. Global Journal of Flexible Systems Management, 23(3), 315–330. https://doi.org/10.1007/s40171-022-00303-2

Cronje, J. C. (2020). Designing Questions for Research Design and Design Research in e-Learning. Electronic Journal of E-Learning, 18(1), pp13-24.

Davidescu, A. A. M., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among romanian employees-Implications for sustainable human resource management. Sustainability (Switzerland), 12(15). https://doi.org/10.3390/su12156086

Dawn. (2020). Complete Guidelines for the Implementation of the New Normal that Companies Must Comply with. https://disperindag.jatimprov.go.id/post/detail?content=panduan-lengkap-penerapan-new-normal-yang-wajib-dipatuhi-perusahaan

Fryer, L. K., & Dinsmore, D. L. (2020). The Promise and Pitfalls of Self-report: Development, research design and analysis issues, and multiple methods. Frontline Learning Research, 8(3), 1–9.

Grieshaber, S. (2020). Equity and research design. In Doing early childhood research (pp. 177–191). Routledge.

Helfat, C. E., & Peteraf, M. A. (2003). The dynamic resource-based view: Capability lifecycles. Strategic Management Journal, 24(10 SPEC ISS.), 997–1010. https://doi.org/10.1002/smj.332

Kwanda, V. R., & Widodo, M. W. (2022). Pola Knowledge Management UMKM dalam Meningkatkan Pendapatan Masyarakat Desa Sumengko. Economic Education and Entrepreneurship Journal, 5(1), 149–156. https://doi.org/10.23960/e3j/v5i1.149-156

Limanseto, H. (2022). The development of MSMEs as a Critical Engine of the National Economy continues to receive government support. https://www.ekon.go.id/publikasi/detail/4593/perkembangan-umkm-sebagai-critical-engine-perekonomian-nasional-terus-mendapatkan-dukungan-pemerintah

Mikalef, P., Krogstie, J., Pappas, I. O., & Pavlou, P. (2020). Exploring the relationship between big data analytics capability and competitive performance: The mediating roles of dynamic and operational capabilities. Information and Management, 57(2), 103169. https://doi.org/10.1016/j.im.2019.05.004

Najmi, K., Kadir, A. R., & Kadir, M. I. A. (2018). Mediation effect of dynamic capability in the relationship between knowledge management and strategic leadership on organizational performance accountability. International Journal of Law and Management, 60(2), 517–529. https://doi.org/10.1108/IJLMA-01-2017-0004

Nel Arianty. (2016). COOPERATIVE LEARNING METHOD TYPE NUMBERED HEADS TOGETHER (NHT) STUDENTS IN EFFORTS TO INCREASE LIVELINESS AND MATERIALS MANAGEMENT MARKETING MASTERY IN ECONOMICS FACULTY MUHAMMADIYAH UNIVERSITY OF NORTH SUMATRA. Analytical Biochemistry, 11(1), 1–5. http://link.springer.com/10.1007/978-3-319-59379-1%0Ahttp://dx.doi.org/10.1016/B978-0-12-420070-8.00002-7%0Ahttp://dx.doi.org/10.1016/j.ab.2015.03.024%0Ahttps://doi.org/10.1080/07352689.2018.1441103%0Ahttp://www.chile.bmw-motorrad.cl/sync/showroom/lam/es/

Nuraeni, R., Mulyati, S., Putri, T. E., Rangkuti, Z. R., Pratomo, D., Ak, M., Ab, S., Soly, N., Wijaya, N., Operasi, S., Ukuran, D. A. N., Terhadap, P., Sihaloho, S., Pratomo, D., Nurhandono, F., Amrie, F., Fauzia, E., Sukarmanto, E., Partha, I. G. A., … Abyan, M. A. (2017). PENGARUH DYNAMIC CAPABILITIES TERHADAP FIRM PERFORMANCE PADA PT SICHA JAYA SENTOSA. Diponegoro Journal of Accounting, 2(1), 2–6. http://i-lib.ugm.ac.id/jurnal/download.php?dataId=2227%0A???%0Ahttps://ejournal.unisba.ac.id/index.php/kajian_akuntansi/article/view/3307%0Ahttp://publicacoes.cardiol.br/portal/ijcs/portugues/2018/v3103/pdf/3103009.pdf%0Ahttp://www.scielo.org.co/scielo.ph

Nurjanah, L., Siagian, Y. M., Yusran, H. L., & Ariyanto, H. H. (n.d.). Asian Journal of Management Entrepreneurship and Social Science The Analysis Of Dynamic Capabilities And Sustainable Competitiveness On Sustainable Performance In Indonesia Private Higher Education. Ajmesc, 03(03), 2023. https://ajmesc.com/index.php/ajmesc

Pundziene, A., Nikou, S., & Bouwman, H. (2021). The nexus between dynamic capabilities and competitive firm performance: the mediating role of open innovation. European Journal of Innovation Management, 25(6), 152–177. https://doi.org/10.1108/EJIM-09-2020-0356

Purwianti, L. (2023). The role of innovation and absorption capacity mediation in improving hotel performance during the Covid 19 pandemic. Equity (Journal of Economics and Finance), 7(2), 171–192. https://doi.org/10.24034/j25485024.y2023.v7.i2.5251

Sakitri, G. (2021). Organizational Agility and Essential Talents. Management Forum, 35(1), 1–11. https://journal.prasetiyamulya.ac.id/journal/index.php/FM/article/view/510

Schilke, O., Hu, S., & Helfat, C. E. (2018). Quo vadis, dynamic capabilities? A content-analytic review of the current state of knowledge and recommendations for future research. Academy of Management Annals, 12(1), 390–439. https://doi.org/10.5465/annals.2016.0014

Schulze, J. H., & Pinkow, F. (2020). Leadership for organisational adaptability: How enabling leaders create adaptive space. Administrative Sciences, 10(3). https://doi.org/10.3390/admsci10030037

Setiadi, F., Tanudjaja, W. V., & Syamil, A. (2022). Peningkatan Organizational Agility Telkom Group Melalui Enterprise Resource Planning (ERP). Jurnal Ilmiah Mandala Education, 8(1), 702–722. https://doi.org/10.58258/jime.v8i1.2774

Sugito, P., & Kamaluddin, K. (2018). Innovation and Competitive Advantage: Knowledge Management, Talent Development and Social Capital Studies. Equity (Journal of Economics and Finance), 18(1), 100–117. https://doi.org/10.24034/j25485024.y2014.v18.i1.108

Suyono Saputra, Daihani, D. U., & Wahyudi, A. S. (2019). The Role of Strategic Planning and Innovation in Achieving Performance of Public Organization in Indonesia. International Journal of Economics and Management Studies, 6(10), 98–102. https://doi.org/10.14445/23939125/ijems-v6i10p113

Venthioa, J. O., & Dauda, I. Am. (2022). The Role of Knowledge Management, Knowledge Sharing, and Work Innovation on Employee Performance. Proceedings of the National Business Seminar, 217–229.

Wijaya, M., Hesnaiti, H., Robin, R., & Nainggolan, F. (2022). COVID-19 Outbreak Impact on Stock Return in Indonesia and Malaysia. Jurnal Keuangan Dan Perbankan, 26(2), 436–447. https://doi.org/10.26905/jkdp.v26i2.7618