



 sciendo

BALTIC JOURNAL OF LAW & POLITICS

A Journal of Vytautas Magnus University

VOLUME 15, NUMBER 3 (2022)

ISSN 2029-0454

Cite: *Baltic Journal of Law & Politics* 15:3 (2022): 1443-1476

DOI: 10.2478/bjlp-2022-002099

Competitive Advantage Leverage Determinants Study on Small Enterprises Managed by Women in Banten Province, Indonesia

Sitti Ma'ani Nina

Doctoral Student of Business Administration Post-Graduate Program Faculty of Social and Political Sciences Padjadjaran University,

Sam'un Jaja Raharja

Department of Business Administration Faculty of Social and Political Sciences Padjadjaran University

Rusdin Tahir

Department of Business Administration Faculty of Social and Political Sciences Padjadjaran University

Margo Purnomo

Department of Business Administration Faculty of Social and Political Sciences Padjadjaran University Received: August 8, 2022; reviews: 2; accepted: November 29, 2022.

Received: August 27, 2022; reviews: 2; accepted: November 09, 2022.

Abstract

The era of digital technology supported by the infrastructure of the industrial revolution 4.0 facing health issues during the Covid-19 pandemic requires small businesses to build a competitive advantage. The purpose of this study examines the relationship between knowledge management capabilities, entrepreneurial orientation, organizational agility, competitive action, and competitive advantage. In the Indonesian province of Banten, female business owners conducted this study on small enterprises. a quantitative approach to the explanatory survey method. The information was gathered via questionnaires as part of a survey on small enterprises run by women who are members of the Indonesian Muslim Women's Association (IPEMI) and the Indonesian Women Entrepreneurs Association (IWAPI). The data were analyzed descriptively-inferentially by structural *equation modeling-partial least squares* (SEM-PLS) analysis. The results showed

that competitive advantage was determined by knowledge management capabilities, entrepreneurial orientation, organizational agility, and simultaneous competitive action, although knowledge management capabilities and entrepreneurial orientation were partially positive, but not significant. The contribution of this research is empirical proof for academics and practitioners, especially in decision-making in empowering women entrepreneurs in Banten province, and Indonesia in general. Recommendations for policymakers and makers focus more on providing training and mentoring small businesses and other support so that small businesses have a competitive advantage with unique characteristics; and providing enlightenment in the field of entrepreneurship, both strategically in the process of capacity development and the process of entrepreneurial action typical of building a theory of the creation of resilient entrepreneurs.

Keywords

Knowledge management capabilities, entrepreneurial orientation, organizational agility, competitive action, competitive advantage.

Introduction

Small enterprises must develop competitive advantages in the era of information supported by the infrastructure of the fourth industrial revolution, which is addressing the health challenges caused by the Covid-19 pandemic. This is related to the increase in the number of small businesses during the Covid-19 pandemic, due to the increasing number of terminations in large-scale companies (Mao et al., 2016; Rezaei et al., 2015; Y. Kim & Ployhart, 2014; Nyberg et al., 2014; Wright et al., 2014; Rhou et al., 2016) in August 2020, there were at least 1.84 million people or 19.18 percent of the working-age population affected by the pandemic (BPS, 2020). Other data shows that 205 thousand people become unemployed, and 103 thousand people are not working, 1.51 million people are working people who experience a reduction in working hours, and the rest are non-labor force residents (BPS, 2020). One of these demographic phenomena occurred in Banten Province.

Responding to these conditions, several parties ranging from the government, private sector, and cooperatives care about driving the community's economy. One of them, the number of recipients of government assistance regency/city shows, Cilegon City 3,692 MSMEs, Serang City 9,906 MSMEs, Tangerang City 65,559 MSMEs, South Tangerang City 14,283 MSMEs. Serang Regency 935 MSMEs, Tangerang Regency 1,057 MSMEs, Pandeglang Regency 12,695 MSMEs, and Lebak Regency 11,735 MSMEs (Banten Province Cooperatives and MSMEs Office, 2020).

In 2018, there were 57.83 million small companies, with more than 60% of them being run by women. If the number of small enterprises is assumed to be 60 percent, then women entrepreneurs in Banten Province have successfully small enterprises to gain a competitive edge (Bank Indonesia, 2020). If it is related to the results of research (Aziz & Samad, 2016; Mahmood & Hanafi, 2013; Wingwon,

2012; Zainol & al Mamun, 2018), According to some, competitive advantage is a crucial factor in enhancing the performance of small businesses run by women entrepreneurs.

The company can build capabilities if it is calculated with the effect of managing knowledge assets (Delgado-Verde et al., 2011). Capabilities are *intangible* difficult to imitate and consequently belong to the company. This inherent ownership makes capability a source of creating competitive advantage (Grant, 2009; Malik et al., 2019). According to the notion of human capital, in order for small enterprises to have competitive advantages, expansion must also foster learning and innovation. These educational opportunities form the foundation for competitive advantages. (Shigang, 2010).

Concerning the ethical theory gap, such experts (D. Lim & Klobas, 2000; Pillania, 2008; Edvardsson & Durst, 2013) We propose that research on small business knowledge management pay attention to the typical small business knowledge management infrastructure and processes, such as small business knowledge is tacit knowledge. (Egbu, 2006), managed informally (Nunes et al., 2006), knowledge is easily disseminated (Senge, 1990) and constrained by resources.

An important agenda item that has to be investigated is the evaluation of competitive advantages in small enterprises during the past ten years. competitive advantages of small enterprises, according to Bressler (2012) and Jennings & Beaver (1997). Although the idea of competitive advantage is the subject of growing study on small firms, little attention is paid to small businesses in most studies, which concentrate on competitive advantages in medium-sized organizations. According to earlier research on competitive advantage, small firms can benefit from the conclusions of studies looking at how competitive advantages are evaluated, generated, and sustained in medium-sized enterprises or a combination of small and medium enterprises (Bressler, 2012).

Based on researchers' observations of the research and the Scopus scientific publication database. Researchers are relatively few in the Scopus database of scientific publications that focus on examining the competitive advantages of small-scale companies managed by knowledge-based female *entrepreneurs*.

Amini & Pirali, (2016); Chatzoglou & Chatzoudes, (2018a); Wagner & Hollenbeck, (2020), The contemporary competitive landscape is quite dramatic because of globalization, technological innovation, and a volatile economic environment, thus it is crucial to take note of today's competitive advantage. Companies acted and reacted swiftly because of the circumstance. Furthermore, Masood & Sunday (2020) found that small businesses that manage Organizations with knowledge as a competency tend to be more proactive and able to respond to changes in the environment and competition. Consequently, strategically cooperating knowledge management will become a capability for small business organizations.

Accordingly, the research issue is how knowledge management skills, a

SMEs. In other words, the study of knowledge management capabilities in SMEs managed by women is still in the exploration stage. The e-stage of exploration is mostly carried out on sub-variables related to aspects of knowledge management infrastructure. Meanwhile, in the sub-variables of the knowledge management process, only four studies were identified. Furthermore, for the consequent variables of utilizing knowledge as an SME resource managed by women, there are more people who research performance-themed variables.

Ireland et al., (2003) cite the fact that the resource-based view (RBV) perspective was used to create the input model, process, and outcome entrepreneurship strategies. This study provides input models, processes, and outcomes of entrepreneurial strategies from the perspective of KBV, considering this and advancements in knowledge management in SMEs. The opinion of is the following factor Bromiley & Rau (2016) Some contend that the essence of RBV is KBV. This is demonstrated by the organizational phenomenon, which demonstrates that the organization is a diverse entity that is rich in knowledge. (Hoskisson et al., 2011). Knowledge asset-based companies are eventually resource-based organizations (Roos & Roos, 1997; Stewart, 1997). Even the RBV itself suggests that organizations have unique intangible resources (Rosati & Faria, 2019). Building organizational capability will help you attain this KBV (Capability Building Process) (Kim et al., 2012).

The development of knowledge-based entrepreneurship methods also refers to the views of KBV-adherent specialists who assert that the primary function of businesses in the present information economy is Soto-Acosta et al., (2017) to produce, archive, and utilize knowledge regarding long-term survival (Grantham et al., 1997; Shi et al., 2015). Consequently, strategic knowledge management will be the capability of the SME organization. This allows SMEs to innovate and compete in a competitive and dynamic business environment. To preserve the existence of SMEs, knowledge management capabilities in SMEs play a role in utilizing organizational resources and competencies required to uncover new possibilities (Chierici et al., 2019; Bouwman et al., 2019; Zheng et al., 2019; Migdadi, 2020).

Capability building and entrepreneurial activity are the two most crucial activities in dynamic capabilities (Theriou & Chatzoudes, 2015). Then, (Yao & Qin, 2016) states that Competitive Advantage in the Action Based Dynamic Model there are three series involved namely: resource, action, and competitive advantage. In other words, the resources that act as inputs to the entrepreneurship strategy are Capability Building Process (CBP). Knowledge management methods and knowledge management infrastructure are two factors that work together to build KBV capabilities. Without a knowledge management process, an organization's knowledge management infrastructure would not be functional (Bolisani & Scarso, 2004). At the capability building process stage, the author added that there is a variable of entrepreneurial orientation. This refers to the findings of (Ferreira et al., 2020) which discovered that small and medium businesses value entrepreneurial

orientation as a resource and skill. Hjorth & Reay (2017) According to research on dynamic capabilities, entrepreneurial orientation helps entrepreneurial businesses reconfigure their capacities. In the inputs, processes, and outputs of entrepreneurship strategies, the entrepreneurial action process is positioned as a process of entrepreneurship strategy (Hitt et al., 2001; Moretti et al., 2020). Y. J. Kim et al., (2012) states that in the process of entrepreneurial action involves two variables, namely Organizational Agility and Competitive Advantage. Finally Output entrepreneurship strategies, namely Competitive Advantage.

Tseng (2016) the following: (1) Social knowledge management infrastructure correlates with technical knowledge management infrastructure; (2) Social and technical knowledge management infrastructure is not directly related to competitive advantage; and (3) Social and technical knowledge management infrastructure is a multi-dimensional variable that includes social knowledge management infrastructure, technical knowledge management infrastructure, and knowledge management process. These results differ from Torres et al., (2018) He studied the impact of each infrastructure on competitive advantage and discovered a direct correlation between knowledge management infrastructure and competitive advantage. This demonstrates (K. Lee & Yoo, 2019; Wagner & Hollenbeck, 2020) is based on RBV thinking. Furthermore, Lee & Yoo (2019) Furthermore discovered that the Knowledge Management Process mediates the interaction between Knowledge Management Infrastructure and Competitive Advantage with a dynamic capability approach.

(Emadzade et al., 2012) Iran's Isfahan University conducted an empirical study on knowledge management capacity in small enterprises. Conceptual model of research (Emadzade et al., 2012) referring to the research model of (Veit et al., 2014). (Emadzade et al., 2012) He tested the association between each Knowledge Management Infrastructure and Knowledge Management Process and organizational performance in his research utilizing a decomposite model approach. The study's findings revealed that, while technology and knowledge conversion are not directly related to organizational performance, organizational structure and knowledge applications are. The findings of the study by (Emadzade et al., 2012) consistent with the results of earlier study by (Veit et al., 2014)

Abubakar et al., (2018) conducted research on SMEs with fewer than 150 employees in manufacturing industries and agro-based industries in Malaysia. Research Abubakar et al., (2018) examines the relationships between organizational creativity, knowledge management infrastructure, and knowledge generation processes in an integrated manner. This research is an adaptation of (C. C. Lee, 1990). The results showed that all variables were positively related and had a significant effect. The results of this study need to be developed with the latest approach to test the relationship between constructs Abubakar et al., (2018). Currently SMEs are faced with changes in the global economy, for this reason, in subsequent research, it is better to examine the influence of knowledge management capabilities on Competitive Advantage Abubakar et al., (2018)

R. Watson et al., (2018) developing a conceptual model of the relationship between knowledge management capabilities and firm performance and came to the conclusion that there is conceptually no direct relationship between knowledge management capabilities and performance. R. Watson et al., (2018), suggests that organizational agility and competitive activity operate as a mediator in the relationship between knowledge management capabilities and organizational success. Such a design corresponds to Montoya et al., (2017) which highlights the capability-building process and entrepreneurial action process as the two key processes in the dynamic capability approach. Organizational agility and competitive action represent the entrepreneurial action process (Ahmadi & Ershadi, 2021). This opinion corresponds to the view Teece (2016) which states that under dynamic conditions the necessary is an entrepreneurial action, not a routine. Concept model Panda & Rath (2018), a fresh perspective on how knowledge management capabilities translate into corporate agility and competitive action. Panda & Rath (2018), suggests the significance of include entrepreneurial orientation factors in the model describing how knowledge management capabilities relate to the overall performance of the firm. Empirically, opinion Panda & Rath, (2018) supported by research (Chatzoglou & Chatzoudes, 2018; Tarek & Adel, 2016; Yaseen Zeebaree et al., 2018) which discovered that entrepreneurial behavior acted as a mediator in the relationship between capability and Competitive Advantage in the context of dynamic capability in KBV. The findings are further explained by Rauch et al., (2009) It claims that procedures that support entrepreneurial action to gain a competitive advantage show entrepreneurial orientation at the organizational level. Consequently, entrepreneurial action is determined by entrepreneurial orientation in the dynamic capability approach to KBV (Grimmer et al., 2016; Rauch et al., 2009; Teece, 2018).

Wagner & Hollenbeck (2020) defining the importance of entrepreneurial attitude, particularly the competitive aggressiveness factor, in enhancing business performance with relation to competitors. Previous research such as (Guerrero et al., 2016; Ibrahim & Mahmood, 2016; Sulistyo & Ayuni, 2020) suggests additional research be done on the connection between entrepreneurial orientation and competitive advantage because the test findings tend to show that there is a weak connection. Figure 2 below depicts the model you wish to test in this study.

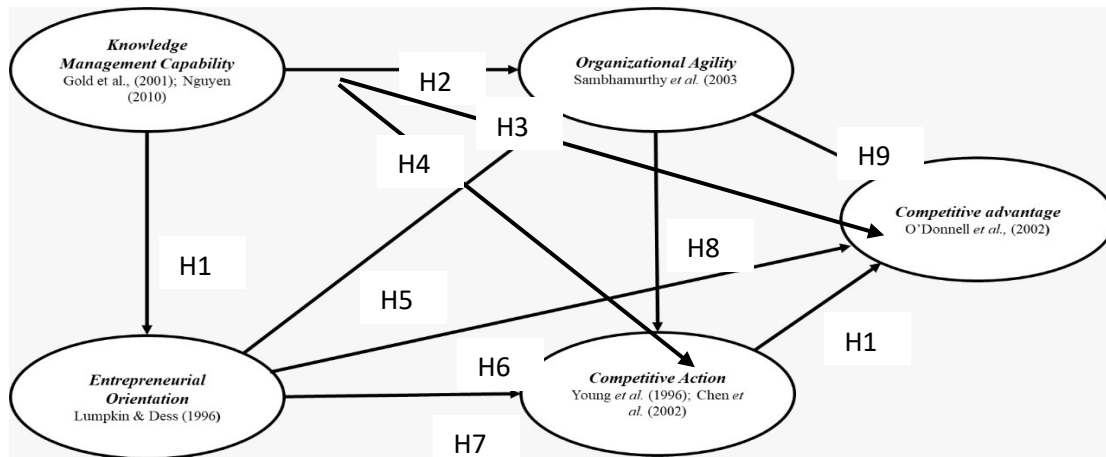


Figure 2. Framework of Mind

Research Methods

Explanatory survey methodology and a quantitative approach are used in this study. Aims to test the hypothesis that has been formulated before. Even though the description also includes descriptions, relational research focuses on illuminating the connections between variables. The operationalization of variables that are more basic to the concept and its indicators is necessary as a result of this research. According to the hypothesis put out in this study, structural equation modeling (SEM), an integrated technique between confirmatory factor analysis, structural models, and path analyses, was employed for inferential hypothesis testing / verification. This is in line with the view (George et al., 2014; Jöreskog, 1996) which claims that researchers can benefit from using SEM in three ways at once: (1) examining the instrument's validity and reliability (equivalent to a confirmatory factor analysis-CFA); (2) determining the relationship between latent variables (equivalent to path analysis); and (3) obtaining models that are useful for prediction (equivalent to regression analysis with Structural Models).

The studied variables are operationalized into 3 variables, namely: (1) **Knowledge management capabilities**, which include knowledge management processes such as knowledge acquisition, knowledge sharing, knowledge application, and knowledge questionnaire, as well as knowledge management infrastructure such as culture, leadership, benchmarking, and technology; (2) **Entrepreneurial Orientation**, Specifically, the propensity of Banten Province's small businesswomen entrepreneurs to be prepared to innovate, be pro-active, take risks, be aggressive, and grant staff autonomy in order to take advantage of opportunities and explore market potential; (3) **Organizational Agility**, (4) **Competitive Action**, and (5) **Competitive advantage**, the ability of small firms to develop knowledge management capabilities and engage in competitive activities, which can be used to win competition and preserve business continuity in the market, makes small businesses special. Competitiveness is determined by lower prices, more diverse and readily available products, better management techniques, and more cost-effective operational expenditures.

The sample size is chosen in accordance with the requirements for the Structural Equation Model (SEM). Using research tools in the form of questionnaires, data were gathered by interviewing owners of small enterprises. The data were analyzed descriptively and inferentially by structural *equation analysis modelling* partial least squares (SEM-PLS). Two methods are used to evaluate the acquired data, namely descriptive analysis and univariate analysis. Descriptive analysis seeks to understand the respondent's general profile and an overview of the conditions of the variables under study. Analysts that investigate single-variable situations by concentrating on the characteristics of the frequency distribution, average, and response mode of respondents utilizing the **Weighted Mean Score Method** approach are known as univariate analysts. Meanwhile, inferential analysis was carried out using *Structural Equation Modeling* (SEM) analysis with Smart-PLS software, in order to reveal the influence of exogenous variables on endogenous variables. Additionally, model tests are run based on the following linked table:

Table 1. Overall Model Scoring Guidelines

Criterion	Information
<i>FIT</i>	Determining what percentage (%) if the model can account for the data fluctuation. $FIT > 0.05$
<i>GFI (Goodness of fit index)</i>	Range 0-1. If $> 0,09$ then very good
<i>SRMR (Standardized Root Mean square Residuals)</i>	Range 0-1. It should be negligible or very near to zero. Less than 0.05 <i>well-fitting models</i> Up to 0,08 <i>acceptable</i>

Source: Hooper et al. (2008)

Results Of Research And Discussion

Research Results

Description of Each Variable

Knowledge management capability variables are constructed by 2 dimensions, namely infrastructure and knowledge management processes. The overall knowledge management capability variable score is 4.41 and belongs to the very high category. The entrepreneurial orientation variable *is* constructed by 5 indicators, namely: OE1, OE2, OE3, OE4, and OE5. The average rating for the entrepreneurial orientation variable falls into the high range, at 4.13. The variables competitive advantage, including 6 indicators each KK1, KK2, KK3, KK4, KK5, and KK6 achieved an average score of 3.98 and was included in the high category.

Composite reliability is not as important as tests with AVE values. The minimum AVE value that is advised is 0.50. The AVE Output from the PLS Algorithm Report SmartPLS 3.2.9 is shown in Table 2. Because each latent variable's AVE

Output is larger than 0.5, each latent variable has been deemed to be valid.

Table 2. Value of Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Knowledge Management Capabilities	0.514
Entrepreneurial Orientation	0.566
Organizational Agility	0.510
Competitive Action	0.675
Competitive Advantage	0.525

Source: Information handled with the SmartPLS program (2021)

Interrelationships between Variables

The interrelationships between the variables are presented in the following figure.

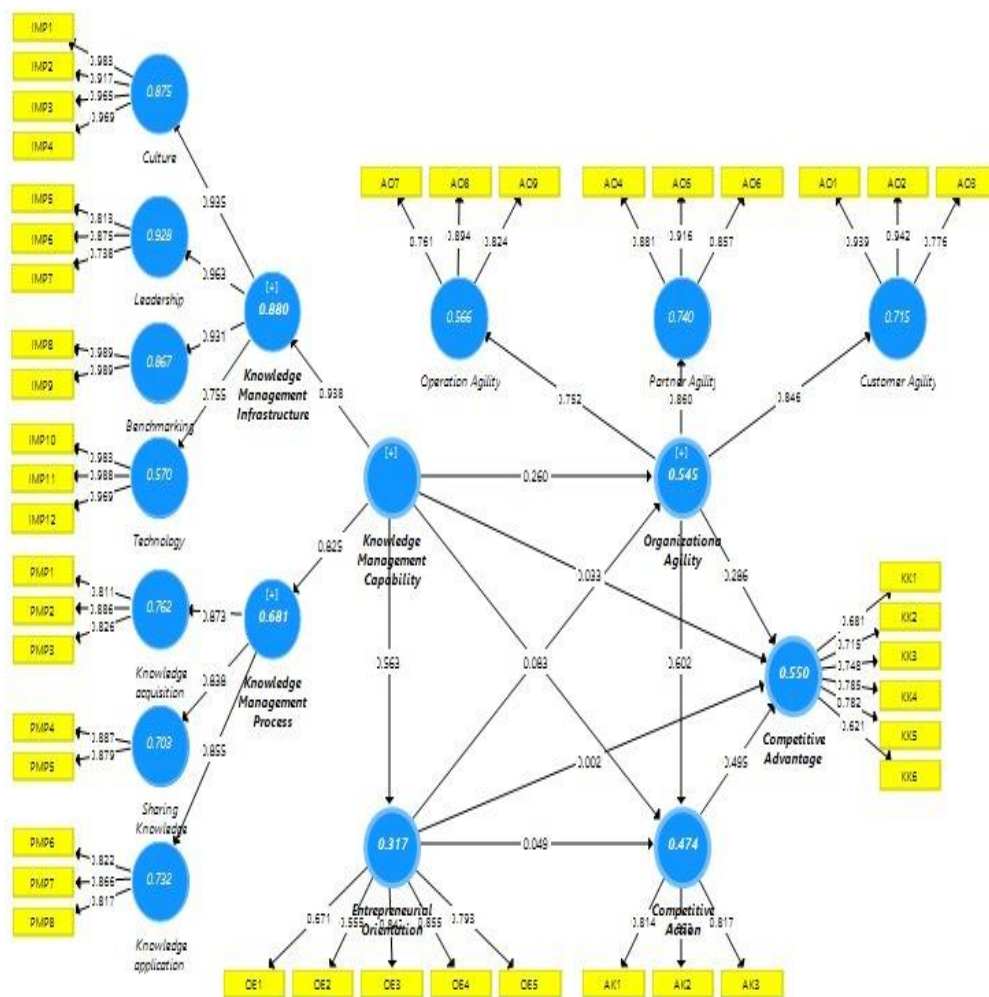


Figure 1. Results of Bootstrapping Research Model
 Source: SmartPLS Output, (2021)

Based on bootstrapping, the t-calculation of the relationship between entrepreneurial approach and knowledge management skill variables was 11,559 times larger than the t-statistic of 1.96. In other words, the entrepreneurial orientation variable is significantly influenced by the knowledge management capability variable. Knowledge management capability's t-count value relative to competitive advantage is 0.628 lower than its t-statistics 1.96. In other words, the Variable Competitive Advantage is not significantly impacted by the Variable Knowledge management capabilities. The entrepreneurial approach to competitive advantage has a t-count value that is 0.032 lower than the t-statistic of 1.96. In other words, the factor of entrepreneurial orientation has little bearing on the factor of competitive advantage.

Table 3. *Path Coefficient (Mean, STDEV, T-Values)*

No	Hypothesis	T Statistics (O/STDEV)	P Values
H1	Knowledge Management Capabilities → Entrepreneurial Orientation	11.559	0.000
H2	Knowledge Management Capabilities → Organizational Agility	4.826	0.000
H3	Knowledge Management Capabilities → Competitive Advantage	0.628	0.530
H4	Knowledge Management Capabilities → Competitive Action	1.366	0.173
H5	Entrepreneurial Orientation → Organizational Agility	11.435	0.000
H6	Entrepreneurial Orientation → Competitive Advantage	0.032	0.974
H7	Entrepreneurial Orientation → Competitive Action	0.593	0.553
H8	Organizational Agility → Competitive Action	7.238	0.000
H9	Organizational Agility → Competitive Advantage	3.562	0.000
H10	Competitive Action → Competitive Advantage	7.662	0.000

Source: Data processed using SmartPLS-SEM software (2021)

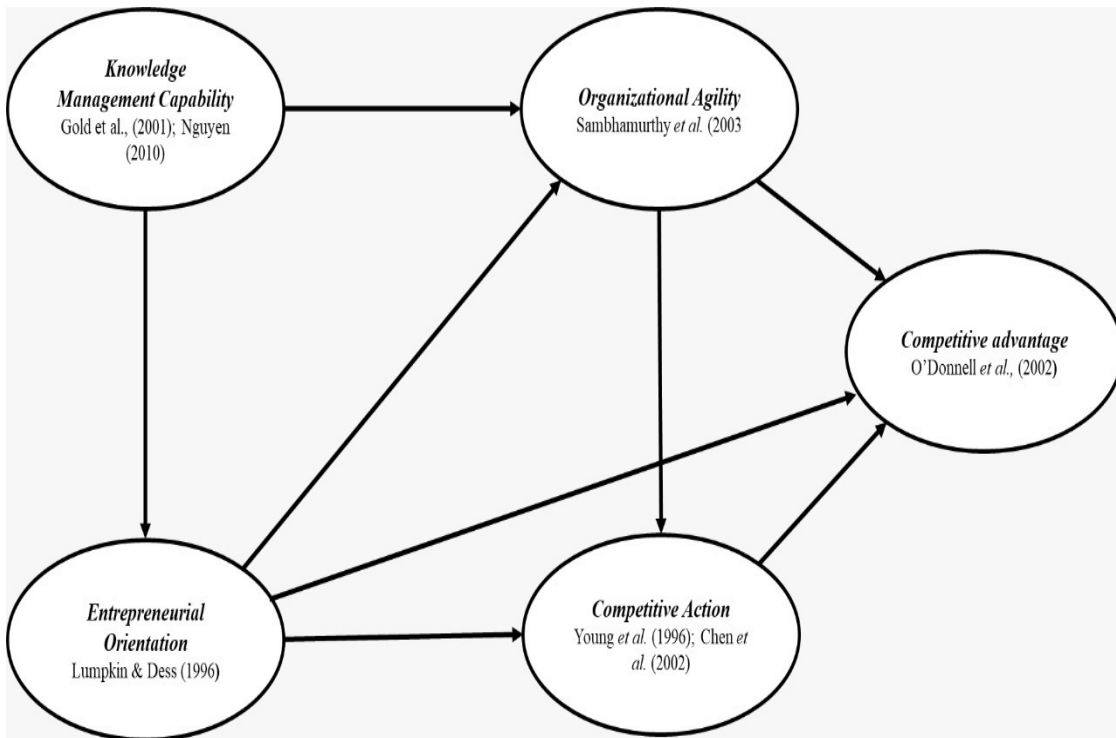


Figure 3. Hypothesis Testing Results

1. The Influence of Knowledge Management Capabilities Affects Entrepreneurial Orientation

The ability of knowledge management has a considerable impact on entrepreneurial orientation, according to the Path Coefficient from SEM-PLS. An entrepreneurial resource that enables businesses to be willing to innovate, be proactive, and take chances is knowledge management capability. The findings of this investigation are consistent with earlier (Adam et al., 2017; Rhodes et al., 2018; Rua & França, 2018) The success of small firms in surviving in a competitive environment is related to small company actors having innovativeness, proactiveness, and risk taking, according to research on entrepreneurial orientation in small enterprises. (Bouwman et al., 2019; Soto-Acosta et al., 2017; Zheng et al., 2019). So, increasing Knowledge Management capabilities affects the organization's willingness to carry out *entrepreneurial* actions.

2. The Effect of Knowledge Management Capabilities Affects Organizational Agility

The results of the *Path Coefficient* (SEM-PLS) show that knowledge management capabilities have a positive and significant effect on organizational agility. Today, knowledge has taken on a significant organizational resource function. This is justified by the fact that information technology is advancing quickly, and that the environment is evolving to become more competitive and networked, shifting the organization's strategic direction away from the utilization of physical resources and toward non-physical resources. Physical resources are

becoming less and less in demand because they are scarce, simple to duplicate, or can be replaced, whereas non-physical resources, like knowledge, are the exact opposite. Knowledge nowadays is increasingly used strategically to build organizational capacities. Therefore, building knowledge management capabilities as antecedents of organizational agility is in line with research results (Panda & Rath, 2018; Tseng, 2016; R. Watson et al., 2018)

This is reinforced by the results of observations to small entrepreneurs who are managed by female *entrepreneurs*, That the speed of information capturing the opportunities received is then responded to by creating products that are in great demand by the market. Examples of *frozen food* businesses have emerged in the pandemic era which demands that it is easy to get the desired product.

3. The Effect of Knowledge Management Capabilities Affects Competitive Advantage

The outcome of the Path Coefficient from SEM-PLS indicates that competitive advantage is not much impacted by knowledge management capacity. Today, knowledge has taken on a significant organizational resource function. This is because of how quickly information technology is developing and how the environment is changing to become more competitive and interconnected. As a result, the organization's strategic emphasis has shifted from using physical resources to using non-physical resources. Non-physical resources, including information, cannot be duplicated, or replaced, in contrast to limited physical resources. Knowledge of today is currently used strategically to build organizational skills. Building knowledge management capabilities might therefore give businesses a competitive edge (Tufan, 2018). The results of this study, however, show that knowledge management skills cannot be immediately translated into a competitive advantage. Small businesses managed by Banten women entrepreneurs to achieve competitive advantage must have aggregation. Agility of the organization in opinion (Dove, 1999) "*The ability to respond quickly to market changes*". that is, the capacity to react fast to developments in the market. Consequently, knowledge management capabilities that are applied to or dealt with strong organizational agility will become a competitive advantage (Liu, 2018).

4. The Effect of Knowledge Management Capabilities Affects Competitive Action

The Path Coefficient of SEM-analysis PLS's shows that knowledge management competency has little impact on competitive results. The concept of knowledge management capabilities is discussed in the literature on strategic management and is considered in terms of the infrastructure and processes an organization utilizes to transform its inputs into desired outputs (Chierici et al., 2019; Migdadi, 2020). Knowledge management capabilities as the ability of organizations to manage organizational knowledge effectively and

efficiently (Tseng, 2016). Theoretically, Tseng (2016) has propositioned that companies with knowledge-based resources will perform well if they have competitive action. Chatzoglou & Chatzoudes, (2018) According to action theory, a company's competitive activities allow for learning about the effectiveness of those acts, the responses of competitors, and making corrections for following actions. Competitive action becomes a source for the creation of a competitive advantage for the organization, or without the presence of competitive action, the company cannot achieve a competitive advantage (Zultaqawa et al., 2020). However, the results of this study show that knowledge management skills cannot be easily translated into competitive action. For Banten women entrepreneurs' small firms to be competitive, an organizational aggregation is necessary. Agility of the organization in opinion (Dove, 1999) "*The ability to respond quickly to market changes*". Having the capacity to act rapidly as the market changes. So that organizational agility, which is a quick response to market opportunities or develops opportunities that are competitive actions, is used to process or respond to knowledge management skills. The current dynamic business environment requires a quick response to the organization's best opportunities, not to explore organizational routines.

This is reinforced by the results of observations on small businesses managed by female entrepreneurs, because they are less quick to respond in the environment, such as the increase in online sales than offline. This is already known by small businesses, but because they lack good response or agility, they do not have competitive action.

5. The Effect of Entrepreneurial Orientation on Organizational Agility

The result of the *Path Coefficient* from SEM-PLS that entrepreneurial orientation has a significant effect on organizational agility. Entrepreneurial companies such as SMEs always try to maintain Organizational Agility to achieve expected goals (Carvalho et al., 2016). Due to the following factors, entrepreneurial orientation makes it possible for businesses to investigate and seize possibilities. First, *innovativeness* makes it easier for organizations to explore and exploit new ideas and help adjust to change (Burmam et al., 2017; Chatzoglou et al., 2018; Schmied, 2019). Second, *proactiveness* provides direction into the future and the search for opportunities (Ahuja & Medury, 2010; Rauch & Rijdsdijk, 2013). This reflects the attitude to anticipate and act to be aware of market changes (Yildiz & Karan, 2019), and being a pioneer in using new methods, techniques, and products (Le & Lei, 2019; Nealis et al., 2017). Finally, *the risktaking* aspect. This aspect represents the willingness to expend resources to pursue believed opportunities even if the results are uncertain (Ahuja & Medury, 2010; Gras & Lumpkin, 2012). (Sharifi & Zhang, 1999) states that Organizational Agility is an organization's ability to see change as an opportunity. So, the existence of *entrepreneurial* orientation can improve the perceptual aspect of the organization in viewing change as an

opportunity to achieve Competitive Advantage (Kim et al., 2012; Yao & Qin, 2016).

This is supported by the finding that small firms run by Banten women entrepreneurs are inventive since they can release new items by seeking and utilizing opportunities that can boost their company's value. Small businesses always want to grow and develop with entrepreneurial orientation and organizational agility.

6. The Effect of Entrepreneurial Orientation on Competitive Advantage

Based on the development theory of *entrepreneurial action* and the *Path Coefficient* from SEM-PLS, which measures the impact of entrepreneurial orientation on competitive advantage (Amini & Pirali, 2016; Chatzoglou & Chatzoudes, 2018a; Yao & Qin, 2016). is of the view that *entrepreneurial* orientation is a resource that facilitates a company to surpass competitors. (K. Lee & Yoo, 2019). This implies that businesses require an entrepreneurial mindset to get a competitive advantage. The outcomes of the hypothesis test reveal that the impact of entrepreneurial orientation on competitive advantage is minimal. The explanation of the findings is supported by those who suggest that the relationship between (Gras & Lumpkin, 2012; Hughes, 2016; Rauch & Rijdsdijk, 2013) *entrepreneurial* orientation and competitive advantage is designed as an indirect relationship that needs to be explored further to find out what variables can mediate the relationship between *entrepreneurial orientation variables* and competitive advantages. The correlation between entrepreneurial mindset and competitive advantage according to (Clausen, 2020; Rauch & Rijdsdijk, 2013). States that such relationships are rigid relationships, and such experts suggest that the variables of *entrepreneurial* orientation are not treated rigidly. This is in line with (Chabaud & Sattin, 2019; Gras & Lumpkin, 2012) It claims that an organization's entrepreneurial decisions go via a dynamic process.

7. The Influence of Entrepreneurial Orientation on Competitive Action

The result of *the Path Coefficient* of SEM-PLS that the influence of *entrepreneurial* orientation on competitive action is developed based on *the creation theory of entrepreneurial action* referring to (Amini & Pirali, 2016; Chatzoglou & Chatzoudes, 2018a; Yao & Qin, 2016), is of the view that *entrepreneurial* orientation is a resource that facilitates a company to surpass competitors. (K. Lee & Yoo, 2019) states that to respond to a competitive and dynamic environment, companies need to consistently transfer *entrepreneurial* orientation into strategic actions. Competitive Action here is a strategic action based on explanations (Iriyama et al., 2016) about Competitive Action in strategic *entrepreneurial* effectiveness. Based on effectiveness (Amini & Pirali, 2016; Chatzoglou & Chatzoudes, 2018a; Yao & Qin, 2016) claims that businesses

experiment with different strategies through the market. While some businesses lead the market with their actions, others simply follow and copy them. (Grimm et al., 2006) further explains based on the opinion that states that when strategic action does not involve Competitive Action as part of the behavior of an organization that seeks to achieve a certain goal then it does not describe reality. Paying attention (Yao & Qin, 2016) It is well known that entrepreneurial orientation has a significant impact on organizational agility, and organizational agility has a significant impact on competitive action. As a result, the variable path of entrepreneurial orientation, organizational agility, and competitive action is an ideal mediator of the relationship between other variables in the model. indirectly affect competitive action through organizational agility.

These findings illustrate that small businesses managed by Banten women entrepreneurs tend to use *entrepreneurial* orientation as a potential to explore and exploit the opportunities provided by such a discussion in accordance with such a discussion in accordance with such a discussion. (Hsu et al., 2017; Omar et al., 2016) It implies that an entrepreneurial orientation has the capacity to identify and seize new market opportunities in a quick-moving and cutthroat industry. Based on the above considerations, it is known that small businesses managed by Banten women entrepreneurs have been able to take advantage of the potential of *entrepreneurial* orientation. It was also found that competitive action is not determined by *entrepreneurial* orientation, but because the company already has organizational agility, it is a quick response related to environmental care. Such a relationship between variables shows that *strategic entrepreneurial* based on knowledge management capabilities in small businesses managed by *entrepreneur* women Banten so have fulfilled the principles of gestalt, especially the principles of *continuity of direction, common fate, and Pragnanz* (Theriou & Chatzoudes, 2015).

This is reinforced by the results of interviews with small businesses managed by *Entrepreneur Women Banten*, responding to the condition of the Covid-19 pandemic which decreased offline sales. Business actors are starting to multiply the focus on looking for new opportunities, so that sales to online stores or *e-commerce* with promos made to attract consumers. The rapid response of small businesses to market changes and creating opportunities and becoming strategus activities is a competitive action.

8. Organizational Agility towards Competitive Action

The results of the *Path Coefficient* of SEM-PLS agility organizations have a significant effect on competitive action. Previous research that Competitive Action is also a company movement that can be seen, specific, and initiated by companies to increase the company's competitive advantage (Amini & Pirali, 2016; Chatzoglou & Chatzoudes, 2018; Yao & Qin, 2016). The findings are aligned with Chatzoglou & Chatzoudes (2018) states that organizations with high agility will be able to carry out competitive actions. Organizational Agility in KBV is seen as a capability of

resources, in this case, knowledge, accumulated during the company's establishment. This is in accordance with *creation theory's* assumption that *entrepreneurial action* is built by the learning process. Each company will have different agility depending on how much the company has access to resources (Dodd, 2015; Sherehiy & Karwowski, 2014)

The study's findings are consistent with this theory, according to which the impact of organizational agility on competitive action on small businesses run by Banten women entrepreneurs is primarily reflected by indicators of examining the knowledge required for entrepreneurship from employees' experiences during entrepreneurship and the examples of significant company owners who have implemented knowledge management process practices in their organizations. Small businesses that explore related knowledge will tend to take competitive action by setting an example to the resources involved in the practice of the knowledge management process.

Agility The organization in practice will bring companies not only able to explore new market opportunities but also be able to exploit opportunities in the markets that have been entered. Agility Organizations will also enable companies to perform competitive actions with broader dimensions such as the volume of action, duration of action, complexity of actions, and actions that competitors cannot predict (Dykes et al., 2018). This potential is realized in the form of Competitive Action. (Grimm et al., 2006) According to Competitive Dynamic Theory, when strategic activity does not include competitive action as a component of an organization's conduct that strives to attain a certain goal, it does not accurately reflect reality. Therefore, when companies can improve Organizational Agility, they tend to be able to direct competition and know what competitive actions should be done (Chatzoglou & Chatzoudes, 2018)

This is reinforced by the results of *interviews* with small businesses managed by Banten women entrepreneurs, which can survive and develop in the current dynamic and uncertain business environment. Because with good adaptation, for example, the product sales process only relies on offline, but now it focuses on online.

9. Organizational Agility Towards Competitive Advantage

According to the *Path Coefficient* from SEM-PLS, competitive advantage is significantly impacted by organizational agility. The Creation Theory of *Entrepreneurial Action* was used to produce the study's analysis of the relationship between organizational agility and competitive advantage. (Alvarez-Torres et al., 2019; Amini & Pirali, 2016; Chatzoglou & Chatzoudes, 2018) states that the word search is less or even meaningless in *Creation Theory*. *Entrepreneurs* based on learning outcomes take action to create opportunities. The aski can be in the form of actions that are initiative or responsive. Every entrepreneur therefore has a different cognitive capacity or called Cognitive Bias. This assumption is in line with

the concept of Organizational Agility in KBV which views that Organizational Agility is a stock of resource capabilities, in this case knowledge, accumulated during the company's establishment. Each company will have different agility depending on the company's access to resources. Therefore, each company will have a different Competitive Advantage (K. Lee & Yoo, 2019)

Gaining competitive advantages in small enterprises run by Banten women entrepreneurs comes from organizational agility. Competitive Advantage in small businesses managed by Banten women entrepreneurs is in accordance with the statement (Grimmer et al., 2016) It claims that having a competitive advantage gives you a financial advantage. If the business can establish Partner Agility, several benefits can be attained. In other words, the company's knowledge capability from partner collaboration determines its competitive advantage.

Organizational agility in the context of small businesses is necessary to address strategic issues facing SMEs today, such as speed in response, short product cycles, and changing consumer demand (Uden, 2007). In these conditions, organizations need to be faster, more flexible, and participatory (Ahmadi & Ershadi, 2021) and sharper, and tenacious (Cai et al., 2017). Competitors will find it challenging to compete with and copy agile organizations. (Qosasi et al., 2019). Organizational Agility can be seen from the speed and flexibility to respond to market changes. Organizational Agility in kbv perspective is at the heart of knowledge management capabilities (Cai et al., 2017)

This is strengthened by the results of observations that small businesses managed by Banten women entrepreneurs can achieve competitive advantages. For example, the *fashion* industry is very fast in releasing the latest models, and business patterns that use *e-commerce* more. This gives Banten Province's small enterprises run by female entrepreneurs a competitive edge.

10. Competitive Action Against Competitive Advantage

Competitive advantage is positively and significantly impacted by the *Path Coefficient* (SEM-PLS) competitive action results. The *Creation Theory of Entrepreneurial Action* served as the foundation for the development of the influence of competitive action on competitive advantage Alvarez-Torres et al., (2019) and *Competitive Dynamic Theory* Grimmer et al., (2016). *Competitive Dynamic Theory* assumes that companies will take the initiative to carry out responsive competitive actions to achieve or maintain a competitive advantage (Grimmer et al., 2016). A competitive advantage is anything that may be achieved or maintained through taking tangible action (Grimmer et al., 2016). The assumptions in the theory are in line with *creation theory* which assumes that *entrepreneurs* do not seek opportunities but act and study how consumers and markets respond to action (Alvarez-Torres et al., 2019). Based on interviews, it is known that small businesses managed by female entrepreneurs in Banten are faced with the demand to always take competitive actions in order to test the level of competition and keep the company ahead. This finding is also in accordance with

the explanation of Competitive Action in *competitive dynamic theory* proposed by (Grimmer et al., 2016) that is, the company's competitive action will teach it about the effectiveness of the action taken, the competitors' responses, and adjustments for the future action. Competitive Action thus becomes the source for the creation of Competitive Advantage. Without the presence of competitive action, small businesses managed by *female entrepreneurs* in Banten cannot achieve Competitive Advantage. The explanation also reinforces the view (Sheng & Chien, 2016) which suggests that competitive action is *missing link* in *dynamic competitive theory* research.

The above discussion also proves that today competitive advantages are relevant in small-scale companies. To preserve their competitive position and company continuity, SMEs must have a competitive advantage (Henrekson & Sanandaji, 2014). Grimmer et al., (2016) argues that given how fiercely competitive the contemporary market is because of globalization, technical advancement, and an unpredictable economic climate, it is crucial to understand today's competitive advantage. As a result, interactions and responses between the business and rivals happen swiftly. As a result, the findings of this dissertation are consistent with those of the research. (Hjorth & Reay, 2017; Moretti et al., 2020; Theriou & Chatzoudes, 2015) who discovered that SMEs must have a competitive advantage in the KBV setting to increase their knowledge and actively pursue learning.

KMC and EO work together to influence CA. significantly and favorably Although partially both KMC on CA and EO on CA have no significant effect. This is perfectly logical given that: (1) knowledge is now seen as a crucial organizational resource. The organization's strategic orientation has shifted from using physical resources to non-physical resources because of the rapid development of information technology and changes in an environment that is becoming more competitive and interconnected. In contrast to physical resources, which are becoming less and less common because they are scarce and simple to duplicate or replace, non-physical resources like knowledge are the exact opposite. Today, knowledge is a strategic resource for building organizational capacities. 3) Develop entrepreneurial orientation and knowledge management skills in line with competitive advantages based on the creation theory of entrepreneurial activity.

The results of this study are contrary to (Tseng, 2016) Developing knowledge management capabilities can be a competitive advantage for businesses, according to the findings of a balanced study. However, these findings also suggest that knowledge management capabilities cannot always be easily translated into a competitive advantage. Small companies run by Banten women Entrepreneurs need agility to get a competitive advantage (Theriou & Chatzoudes, 2015). In other words, the capacity to react swiftly to market developments necessitates knowledge management capabilities that are processed or responded to with strong organizational agility (Yao & Qin, 2016).

The study's findings, which partially demonstrate that entrepreneurship has

no discernible impact on competitive advantage, are nevertheless applicable to the study's findings (Clausen, 2020; Rauch & Rijdsdijk, 2013) who draw the conclusion that the link between entrepreneurial orientation and competitive advantage is inflexible and advocate against treating the factors of entrepreneurial orientation rigorously. However, the outcomes of this investigation are still consistent with those of the study by (Chabaud & Sattin, 2019; Gras & Lumpkin, 2012; Theriou & Chatzoudes, 2015) who asserts that an organization's dynamic process for making entrepreneurial decisions is.

The results of this study thus demonstrate that KMC and EO simultaneously have a favorable and significant impact on competitive advantage in SMEs run by entrepreneurial companies in Banten Province. Although partially unproven, these findings are supported by observations of small businesses run by Banten women entrepreneurs, which demonstrate that while knowledge resources are available in relation to information on market opportunities, organizations are unable to act quickly enough to take advantage of them. The quick response to the change was a competitive action. While adaptive and creative, namely entrepreneurial orientation. so that the entrepreneurial orientation is more towards competitive action which will be a competitive advantage.

Conclusion

The study's findings indicate that: (1) Knowledge management capabilities have a positive and significant impact on entrepreneurial orientation; (2) Knowledge Management capabilities partially have a positive and significant impact on entrepreneurial orientation; (3) Knowledge management capabilities significantly impact organizational agility; (4) Knowledge Management capabilities partially positively impact competitive advantage but not significantly; and (5) (6) Entrepreneurial Orientation Has a Partial Positive but Not Significant Effect on Competitive Advantage; (7) Entrepreneurial Orientation Has a Significant Effect on Organizational Agility; (8) Entrepreneurial Orientation Has an Insignificant Effect on Competitive Advantage; (9) Entrepreneurial Orientation Has an Insignificant Effect on Organizational Agility; Knowledge Management Capabilities as the Ability of Organizations to Manage Organizational Knowledge Effectively and Efficiently.

As a result of the observation that entrepreneurial orientation and knowledge management capabilities partially influence competitive advantage in a favorable and meaningful way. The contribution of this research is an empirical proof for academics and practitioners, especially in decision making for the empowerment of women entrepreneurs in Banten province, and Indonesia in general. Recommendation for policy makers and makers is more focused on providing training and mentoring for small businesses and other support so that small businesses in Banten have a competitive advantage with unique characteristics.

The organization's strategic emphasis has shifted from the use of physical resources to non-physical resources because of the quick growth of information

technology and changes in a more competitive and interconnected environment. Physical resources are becoming less and less in demand because they are scarce, simple to duplicate, or can be replaced, but information is the exact opposite. Knowledge of today is currently used strategically to build organizational skills.

References

- Abubakar, L. S., Zainol, F. A., & Binti Wan Daud, W. N. (2018). Entrepreneurial leadership and performance of small and medium sized enterprises: A structural equation modelling approach. *Journal for International Business and Entrepreneurship Development*, 11(2), 163–186. <https://doi.org/10.1504/JIBED.2018.10012210>
- Adam, S., Mahrous, A. A., & Kortam, W. (2017). The relationship between entrepreneurial orientation, marketing innovation and competitive marketing advantage of female entrepreneurs in Egypt. *International Journal of Technology Management and Sustainable Development*, 16(2), 157–174. https://doi.org/10.1386/tmsd.16.2.157_1
- Ahmadi, S., & Ershadi, M. J. (2021). Investigating the role of social networking technology on the organizational agility: a structural equation modeling approach. *Journal of Advances in Management Research*, 18(4), 568–584. <https://doi.org/10.1108/JAMR-04-2020-0052>
- Ahuja, V., & Medury, Y. (2010). Corporate blogs as e-CRM tools - Building consumer engagement through content management. *Journal of Database Marketing and Customer Strategy Management*, 17(2), 91–105. <https://doi.org/10.1057/dbm.2010.8>
- Alvarez-Torres, F. J., Lopez-Torres, G. C., & Schiuma, G. (2019). Linking entrepreneurial orientation to SMEs' performance: Implications for entrepreneurship universities. *Management Decision*, 57(12), 3364–3386. <https://doi.org/10.1108/MD-11-2018-1234>
- Amini, M. T., & Pirali, A. (2016). Development strategy of the leather industry's competitive advantages. *International Business Management*, 10(14), 2687–2693. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-84988646099&partnerID=40&md5=1e51f2e9e34c4e242cf1226cc1644e81>
- Amundsen, S., & Martinsen, T. L. (2014). Empowering leadership: Construct clarification, conceptualization, and validation of a new scale. *Leadership Quarterly*, 25(3), 487–511. <https://doi.org/10.1016/j.leaqua.2013.11.009>
- Arbussa, A., Bikfalvi, A., & Marquès, P. (2017). Strategic agility-driven business model renewal: the case of an SME. *Management Decision*, 55(2), 271–293. <https://doi.org/10.1108/MD-05-2016-0355>
- Aziz, N. N. A., & Samad, S. (2016). Innovation and Competitive Advantage: Moderating Effects of Firm Age in Foods Manufacturing SMEs in Malaysia. *Procedia Economics and Finance*, 35(October 2015), 256–266.

- [https://doi.org/10.1016/s2212-5671\(16\)00032-0](https://doi.org/10.1016/s2212-5671(16)00032-0)
- Bae, T. J., Qian, S., Miao, C., & Fiet, J. O. (2014). The Relationship Between Entrepreneurship Education and Entrepreneurial Intentions: A Meta-Analytic Review. *Entrepreneurship: Theory and Practice*, 38(2), 217–254. <https://doi.org/10.1111/etap.12095>
- Bari, A., & Arshad, D. (2019). DISENTANGLING THE SIGNIFICANT OF IMPROVISATIONAL BEHAVIOR ON WOMEN ENTREPRENEURS' BUSINESS SUCCESS. *Journal of Technology and Operations Management*, 14(1), 1–7.
- Bolisani, E., & Scarso, E. (2004). Knowledge-intensive transfer of innovation: E-commerce and small business. *International Journal of Networking and Virtual Organisations*, 2(4), 335–352. <https://doi.org/10.1504/IJNVO.2004.005735>
- Bouwman, H., Nikou, S., & de Reuver, M. (2019). Digitalization, business models, and SMEs: How do business model innovation practices improve performance of digitalizing SMEs? *Telecommunications Policy*, 43(9). <https://doi.org/10.1016/j.telpol.2019.101828>
- Bressler, M. S. (2012). How small businesses master the art of competition through superior competitive advantage. *Journal of Management and Marketing Research*, 11(1), 2–9.
- Bromiley, P., & Rau, D. (2016). Operations management and the resource-based view: Another view. *Journal of Operations Management*, 41, 95–106. <https://doi.org/10.1016/j.jom.2015.11.003>
- Bruno, G. (2017). Product Knowledge Management in Small Manufacturing Enterprises. In *Knowledge Management Initiatives and Strategies in Small and Medium Enterprises* (pp. 157–179). IGI Global.
- Burmann, C., Riley, N.-M., Halaszovich, T., & Schade, M. (2017). Identity-based brand management: Fundamentals-strategy-implementation-controlling. In *Identity-Based Brand Management: Fundamentals-Strategy-Implementation-Controlling*. <https://doi.org/10.1007/978-3-658-13561-4>
- Burton, W. N., Chen, C.-Y., Li, X., & Schultz, A. B. (2017). The Association of Employee Engagement at Work with Health Risks and Presenteeism. *Journal of Occupational and Environmental Medicine*, 59(10), 988–992. <https://doi.org/10.1097/JOM.0000000000001108>
- Cai, Z., Liu, H., Huang, Q., & Liang, L. (2017). Developing organizational agility in product innovation: the roles of IT capability, KM capability, and innovative climate. *R&D Management*, 49(4), 421–438. <https://doi.org/10.1111/radm.12305>
- Carnes, C. M., Xu, K., Sirmon, D. G., & Karadag, R. (2019). How Competitive Action Mediates the Resource Slack–Performance Relationship: A Meta-Analytic Approach. *Journal of Management Studies*, 56(1), 57–90. <https://doi.org/10.1111/joms.12391>
- Carvalho, A. N., Oliveira, F., & Scavarda, L. F. (2016). Tactical capacity planning in a real-world ETO industry case: A robust optimization approach. *International Journal of Production Economics*, 180, 158–171.

- <https://doi.org/10.1016/j.ijpe.2016.07.019>
- Cegliński, P. (2017). the Concept of Competitive Advantages. Logic, Sources and Durability. *Journal of Positive Management*, 7(3), 57. <https://doi.org/10.12775/jpm.2016.016>
- Cerasoli, C. P., Nicklin, J. M., & Ford, M. T. (2014). Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta-analysis. *Psychological Bulletin*, 140(4), 980–1008. <https://doi.org/10.1037/a0035661>
- Chabaud, D., & Sattin, J.-F. (2019). Back to the roots! Testing Miller’s entrepreneurial orientation construct using Sono-Leontief conditions. *Journal of Business Venturing Insights*, 11. <https://doi.org/10.1016/j.jbvi.2019.e00113>
- Chang, C. L., & Lin, T.-C. (2015). The role of organizational culture in the knowledge management process. *Journal of Knowledge Management*, 19(3), 433–455. <https://doi.org/10.1108/JKM-08-2014-0353>
- Chatzoglou, P., & Chatzoudes, D. (2018a). The role of innovation in building competitive advantages: an empirical investigation. *European Journal of Innovation Management*, 21(1), 44–69. <https://doi.org/10.1108/EJIM-02-2017-0015>
- Chatzoglou, P., & Chatzoudes, D. (2018b). The role of innovation in building competitive advantages: an empirical investigation. *European Journal of Innovation Management*, 21(1), 44–69. <https://doi.org/10.1108/EJIM-02-2017-0015>
- Chatzoglou, P., Chatzoudes, D., Sarigiannidis, L., & Theriou, G. (2018). The role of firm-specific factors in the strategy-performance relationship: Revisiting the resource-based view of the firm and the VRIO framework. *Management Research Review*, 41(1), 46–73. <https://doi.org/10.1108/MRR-10-2016-0243>
- Chen, M.-J., & Miller, D. (2015). Reconceptualizing competitive dynamics: A multidimensional framework. *Strategic Management Journal*, 36(5), 758–775. <https://doi.org/10.1002/smj.2245>
- Chierici, R., Mazzucchelli, A., Garcia-Perez, A., & Vrontis, D. (2019). Transforming big data into knowledge: the role of knowledge management practice. *Management Decision*, 57(8), 1902–1922. <https://doi.org/10.1108/MD-07-2018-0834>
- Chuang, S.-P., & Huang, S.-J. (2018). The Effect of Environmental Corporate Social Responsibility on Environmental Performance and Business Competitiveness: The Mediation of Green Information Technology Capital. *Journal of Business Ethics*, 150(4), 991–1009. <https://doi.org/10.1007/s10551-016-3167-x>
- Clausen, T. H. (2020). Intensity of innovation in public sector organizations: The role of push and pull factors. *Public Administration*, 98(1), 159–176. <https://doi.org/10.1111/padm.12617>
- Davies, I. A., & Crane, A. (2010). Corporate social responsibility in small-and medium-size enterprises: Investigating employee engagement in fair trade companies. *Business Ethics*, 19(2), 126–139. <https://doi.org/10.1111/j.1467-8608.2010.01586.x>

- Delgado-Verde, M., Martín-de Castro, G., & Navas-López, J. E. (2011). Organizational knowledge assets and innovation capability. *Journal of Intellectual Capital*, 12(1), 5–19. <https://doi.org/http://dx.doi.org/10.1108/14691931111097890>
- Ding, L. Y., Zhong, B. T., Wu, S., & Luo, H. B. (2016). Construction risk knowledge management in BIM using ontology and semantic web technology. *Safety Science*, 87, 202–213. <https://doi.org/10.1016/j.ssci.2016.04.008>
- Dodd, E. J. (2015). Agility is the new capability. *The Leading Edge*, 34(9), 1088–1090. <https://doi.org/10.1190/tle34091088.1>
- Donate, M. J., & Sánchez de Pablo, J. D. (2015). The role of knowledge-oriented leadership in knowledge management practices and innovation. *Journal of Business Research*, 68(2), 360–370. <https://doi.org/10.1016/j.jbusres.2014.06.022>
- Dove, R. (1999). Knowledge management, response ability, and the agile enterprise. *Journal of Knowledge Management*, 3(1), 18–35. <https://doi.org/10.1108/13673279910259367>
- Dubey, R., Altay, N., Gunasekaran, A., Blome, C., Papadopoulos, T., & Childe, S. J. (2018). Supply chain agility, adaptability and alignment: Empirical evidence from the Indian auto components industry. *International Journal of Operations and Production Management*, 38(1), 129–148. <https://doi.org/10.1108/IJOPM-04-2016-0173>
- Dykes, B. J., Hughes-morgan, M., Kolev, K. D., & Ferrier, W. J. (2018). Organizational speed as a dynamic capability: Toward a holistic perspective. *Strategic Organization*, 17(2), 266–278. <https://doi.org/10.1177/1476127018804249>
- Edvardsson, I. R., & Durst, S. (2013). The Benefits of Knowledge Management in Small and Medium-sized Enterprises. *Procedia - Social and Behavioral Sciences*, 81, 351–354. <https://doi.org/10.1016/j.sbspro.2013.06.441>
- Egbu, C. (2006). Knowledge production and capabilities—their importance and challenges for construction organisations in China. *Journal of Technology Management in China*.
- El-Kassar, A.-N., & Singh, S. K. (2019). Green innovation and organizational performance: The influence of big data and the moderating role of management commitment and HR practices. *Technological Forecasting and Social Change*, 144, 483–498. <https://doi.org/10.1016/j.techfore.2017.12.016>
- Emadzade, M. K., Mashayekhi, B., & Abdar, E. (2012a). Knowledge management capabilities and organizational performance. *Interdisciplinary Journal of Contemporary Research in Business*, 3(11), 781–790.
- Emadzade, M. K., Mashayekhi, B., & Abdar, E. (2012b). Knowledge management capabilities and organizational performance. *Interdisciplinary Journal of Contemporary Research in Business*, 3(11), 781–790.
- Ferraris, A., Mazzoleni, A., Devalle, A., & Couturier, J. (2019). Big data analytics capabilities and knowledge management: impact on firm performance. *Management Decision*, 57(8), 1923–1936. <https://doi.org/10.1108/MD-07->

2018-0825

- Ferreira, J., Mueller, J., & Papa, A. (2020). Strategic knowledge management: theory, practice and future challenges. In *Journal of Knowledge Management*. <https://doi.org/10.1108/JKM-07-2018-0461>
- Gao, P., Zhang, J., Gong, Y., & Li, H. (2020). Effects of technical IT capabilities on organizational agility: The moderating role of IT business spanning capability. *Industrial Management and Data Systems*, 120(5), 941–961. <https://doi.org/10.1108/IMDS-08-2019-0433>
- Gaviria-Marin, M., Merigo, J. M., & Popa, S. (2018). Twenty years of the Journal of Knowledge Management: a bibliometric analysis. *Journal of Knowledge Management*, 22(8), 1655–1687. <https://doi.org/10.1108/JKM-10-2017-0497>
- George, B. C., Teitelbaum, E. N., Meyerson, S. L., Schuller, M. C., Darosa, D. A., Petrusa, E. R., Petito, L. C., & Fryer, J. P. (2014). Reliability, validity, and feasibility of the zwisch scale for the assessment of intraoperative performance. *Journal of Surgical Education*, 71(6), e90–e96. <https://doi.org/10.1016/j.jsurg.2014.06.018>
- Giudice, M. D., & Maggioni, V. (2014). Managerial practices and operative directions of knowledge management within inter-firm networks: A global view. *Journal of Knowledge Management*, 18(5), 841–846. <https://doi.org/10.1108/JKM-06-2014-0264>
- Grant, R. M. (2009). The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation. *California Management Review*, 33(3), 114–135. <https://doi.org/10.2307/41166664>
- Grantham, C. E., Nichols, L. D., & Schonberger, M. (1997). A framework for the management of intellectual capital in the health care industry. *Journal of Health Care Finance*, 23(3), 1–19.
- Gras, D., & Lumpkin, G. T. (2012). Strategic Foci in Social and Commercial Entrepreneurship: A Comparative Analysis. *Journal of Social Entrepreneurship*, 3(1), 6–23. <https://doi.org/10.1080/19420676.2012.660888>
- Grimm, C. M., Lee, H., Smith, K. G., & Smith, K. G. (2006). *Strategy as action: Competitive dynamics and competitive advantage*. Oxford University Press.
- Grimmer, L., Miles, M. P., & Grimmer, M. (2016). The performance advantage of business planning for small and social retail enterprises in an economically disadvantaged region. *European Journal of International Management*, 10(4), 403–421. <https://doi.org/10.1504/EJIM.2016.077422>
- Guerrero, M., Urbano, D., & Fayolle, A. (2016). Entrepreneurial activity and regional competitiveness: evidence from European entrepreneurial universities. *Journal of Technology Transfer*, 41(1), 105–131. <https://doi.org/10.1007/s10961-014-9377-4>
- Henrekson, M., & Sanandaji, T. (2014). Small business activity does not measure entrepreneurship. *Proceedings of the National Academy of Sciences of the United States of America*, 111(5), 1760–1765.

- <https://doi.org/10.1073/pnas.1307204111>
- Hitt, M. A., Ireland, R. D., Camp, S. M., & Sexton, D. L. (2001). Strategic entrepreneurship: entrepreneurial strategies for wealth creation. *Strategic Management Journal*. <https://doi.org/10.1002/smj.196>
- Hjorth, D., & Reay, T. (2017). Organization Studies: Moving Entrepreneurially Ahead. *Organization Studies*, 39(1), 7–18. <https://doi.org/10.1177/0170840617749677>
- Hoskisson, R. E., Covin, J., Volberda, H. W., & Johnson, R. A. (2011). Revitalizing Entrepreneurship: The Search for New Research Opportunities. *Journal of Management Studies*, 48(6), 1141–1168. <https://doi.org/10.1111/j.1467-6486.2010.00997.x>
- Hsu, D. K., Wiklund, J., & Cotton, R. D. (2017). Success, Failure, and Entrepreneurial Reentry: An Experimental Assessment of the Veracity of Self-Efficacy and Prospect Theory. *Entrepreneurship: Theory and Practice*, 41(1), 19–47. <https://doi.org/10.1111/etap.12166>
- Hughes, D. (2016). Book Review: Imagining Women’s Careers. *Organization*, 23(6), 939–941. <https://doi.org/10.1177/1350508415593581>
- Ibidunni, A. S., Ibidunni, O. M., Olokundun, M. A., Oke, O. A., Ayeni, A. W., Falola, H. O., Salau, O. P., & Borishade, T. T. (2018). Examining the moderating effect of entrepreneurs’ demographic characteristics on strategic entrepreneurial orientations and competitiveness of SMEs. *Journal of Entrepreneurship Education*, 21(2).
- Ibrahim, N. M. N., & Mahmood, R. (2016). Mediating role of competitive advantage on the relationship between entrepreneurial orientation and the performance of small and medium enterprises. *International Business Management*, 10(12), 2444–2452.
- Ireland, R. D., Hitt, M. A., & Sirmon, D. G. (2003). A model of strategic entrepreneurship: The construct and its dimensions. *Journal of Management*, 29(6), 963–989. [https://doi.org/10.1016/S0149-2063\(03\)00086-2](https://doi.org/10.1016/S0149-2063(03)00086-2)
- Iriyama, A., Kishore, R., & Talukdar, D. (2016). Playing dirty or building capability? Corruption and HR training as competitive actions to threats from informal and foreign firm rivals. *Strategic Management Journal*, 37(10), 2152–2173. <https://doi.org/10.1002/smj.2447>
- Jennings, P., & Beaver, G. (1997). The Performance and Competitive Advantage of Small Firms: A Management Perspective. *International Small Business Journal*, 15(2), 63–75. <https://doi.org/10.1177/0266242697152004>
- Jöreskog, K. G. (1996). Modeling development: Using covariance structure models in longitudinal research. *European Child and Adolescent Psychiatry*, 5(SUPPL. 1), 8–10. <https://doi.org/10.1007/bf00538536>
- Kanapathipillai, K., & Azam, S. M. F. (2019). A Conceptual Understanding of the Critical Factors That Induce Women Entrepreneurial Success in the Klang Valley, Malaysia. *European Journal of Management and Marketing Studies*, 4(2), 90–110. <https://doi.org/10.5281/zenodo.3477629>

- Kim, Y. J., Song, S., Sambamurthy, V., & Lee, Y. L. (2012). Entrepreneurship, knowledge integration capability, and firm performance: An empirical study. *Information Systems Frontiers*, 14(5), 1047–1060. <https://doi.org/10.1007/s10796-011-9331-z>
- Konstantopoulou, A., Rizomyliotis, I., Konstantoulaki, K., & Badahdah, R. (2019). Improving SMEs' competitiveness with the use of Instagram influencer advertising and eWOM. *International Journal of Organizational Analysis*, 27(2), 308–321. <https://doi.org/10.1108/IJOA-04-2018-1406>
- Lavine, M. (2014). Paradoxical Leadership and the Competing Values Framework. *Journal of Applied Behavioral Science*, 50(2), 189–205. <https://doi.org/10.1177/0021886314522510>
- Le, P. B., & Lei, H. (2019). Determinants of innovation capability: the roles of transformational leadership, knowledge sharing and perceived organizational support. *Journal of Knowledge Management*, 23(3), 527–547. <https://doi.org/10.1108/JKM-09-2018-0568>
- Lee, C. C. (1990). Fuzzy Logic in Control Systems: Fuzzy Logic Controller—Part I. *IEEE Transactions on Systems, Man and Cybernetics*, 20(2), 404–418. <https://doi.org/10.1109/21.52551>
- Lee, K., & Yoo, J. (2019). How does open innovation lead competitive advantage? A dynamic capability view perspective. *PLoS ONE*, 14(11). <https://doi.org/10.1371/journal.pone.0223405>
- Lewis, M. W., Andriopoulos, C., & Smith, W. K. (2014). Paradoxical leadership to enable strategic agility. *California Management Review*, 56(3), 58–77. <https://doi.org/10.1525/cm.2014.56.3.58>
- Li, H., Fang, Y., Lim, K. H., & Wang, Y. (2019). Platform-based function repertoire, reputation, and sales performance of E-marketplace sellers. *MIS Quarterly: Management Information Systems*, 43(1), 207–236. <https://doi.org/10.25300/MISQ/2019/14201>
- Lim, S., & Envick, B. R. (2013). Gender and entrepreneurial orientation: a multi-country study. *International Entrepreneurship and Management Journal*, 9(3), 465–482.
- Liu, Y. (2018). From measure to guidance: Galactic model and sustainable development planning toward the best smart city. *Journal of Urban Planning and Development*, 144(4). [https://doi.org/10.1061/\(ASCE\)UP.1943-5444.0000478](https://doi.org/10.1061/(ASCE)UP.1943-5444.0000478)
- Łuczka, T., & Małecka, J. (2018). Knowledge Management in Micro and Small Enterprises in Poland. *European Conference on Knowledge Management*, 476–XXII.
- MacGregor, R., & Vrazalic, L. (2005). Electronic commerce adoption and strategic alliance membership: A study of regional SMEs in Sweden. *Internet and Information Technology in Modern Organizations: Challenges and Answers - Proceedings of the 5th International Business Information Management Association Conference, IBIMA 2005*, 1.

- Mahmood, R., & Hanafi, N. (2013). Entrepreneurial orientation and business performance of women-owned small and medium enterprises in Malaysia: Competitive advantage as a mediator. *International Journal of Business and Social Science (IJBSS)*, 4(1), 82–90.
- Malik, O. F., Shahzad, A., Raziq, M. M., Khan, M. M., Yusaf, S., & Khan, A. (2019). Perceptions of organizational politics, knowledge hiding, and employee creativity: The moderating role of professional commitment. *Personality and Individual Differences*, 142, 232–237. <https://doi.org/10.1016/j.paid.2018.05.005>
- Mao, H., Liu, S., Zhang, J., & Deng, Z. (2016). Information technology resource, knowledge management capability, and competitive advantage: The moderating role of resource commitment. *International Journal of Information Management*, 36(6), 1062–1074. <https://doi.org/10.1016/j.ijinfomgt.2016.07.001>
- Marques, C. S., Santos, G., Moreira, J., & Braga, A. (2018). The Effect of Women's Knowledge in a Footwear Firms' Internationalisation and Innovation. *European Conference on Knowledge Management*, 503–511.
- Martinsons, M. G., Davison, R. M., & Huang, Q. (2017). Strategic knowledge management failures in small professional service firms in China. *International Journal of Information Management*, 37(4), 327–338. <https://doi.org/10.1016/j.ijinfomgt.2017.04.003>
- Masood, T., & Sonntag, P. (2020). Industry 4.0: Adoption challenges and benefits for SMEs. *Computers in Industry*, 121. <https://doi.org/10.1016/j.compind.2020.103261>
- Masri, H. A., & Jaaron, A. A. M. (2017). Assessing green human resources management practices in Palestinian manufacturing context: An empirical study. *Journal of Cleaner Production*, 143, 474–489. <https://doi.org/10.1016/j.jclepro.2016.12.087>
- Medlin, B., Green, K. W., & Wright, A. D. (2016). Comprehensive management practices and policies performance model. *Industrial Management and Data Systems*, 116(5), 1043–1060. <https://doi.org/10.1108/IMDS-07-2015-0283>
- Migdadi, M. M. (2020). Knowledge management, customer relationship management and innovation capabilities. *Journal of Business and Industrial Marketing*, 36(1), 111–124. <https://doi.org/10.1108/JBIM-12-2019-0504>
- Mithas, S., Ramasubbu, N., Krishnan, M. S., & Sambamurthy, V. (2004). *Information Technology Infrastructure Capability and Firm Performance: An Empirical Analysis*.
- Montoya, R. A. C., Martins, I., & Ceballos, H. V. (2017). Entrepreneurial orientation, assessment and management of projects and impact in corporate entrepreneurship: Intention to action. *Cuadernos de Gestion*, 17(2), 37–60. <https://doi.org/10.5295/cdg.140511rc>
- Moretti, D. M., Alves, F. C., & Bomtempo, J. V. (2020). Entrepreneurial-oriented strategic renewal in a Brazilian SME: a case study. *Journal of Small Business*

- and *Enterprise Development*, 27(2), 219–236.
<https://doi.org/10.1108/JSBED-07-2019-0254>
- Mukhlis, I., & Simanjuntak, T. H. (2016). Tax Compliance for Businessmen of Micro, Small and Medium Tax Compliance for Businessmen of Micro, Small and Medium Enterprises Sector. *International Journal of Economics, Commerce and Management.*, 4(9), 116–126.
https://www.researchgate.net/publication/308969746_TAX_COMPLIANCE_FOR_BUSINESSMEN_OF_MICRO_SMALL_AND_MEDIUM_ENTERPRISES_SECTOR_IN_THE_REGIONAL_ECONOMY
- Nazempour, R., Yang, J., & Waheed, A. (2018). An empirical study to understand the effect of supply chain agility on organizational operational performance: SC agility and organizational performance. *International Journal of Information Systems and Supply Chain Management*, 11(4), 1–20.
<https://doi.org/10.4018/IJISSCM.2018100101>
- Nealis, L. J., Collins, J.-L., Lee-Baggley, D. L., Sherry, S. B., & Stewart, S. H. (2017). One of these things is not like the others: Testing trajectories in drinking frequency, drinking quantity, and alcohol-related problems in undergraduate women. *Addictive Behaviors*, 66, 66–69.
<https://doi.org/10.1016/j.addbeh.2016.11.010>
- Nejati, M., Rabiei, S., & Chiappetta Jabbour, C. J. (2017). Envisioning the invisible: Understanding the synergy between green human resource management and green supply chain management in manufacturing firms in Iran in light of the moderating effect of employees' resistance to change. *Journal of Cleaner Production*, 168, 163–172. <https://doi.org/10.1016/j.jclepro.2017.08.213>
- Nunes, M. B., Annansingh, F., Eaglestone, B., & Wakefield, R. (2006). Knowledge management issues in knowledge-intensive SMEs. *Journal of Documentation*.
- Nurani, N., Dally, D., Haizam, M., & Hermina, N. (2021). *Penguatan SDM UMKM Binaan Kadin Kota Bandung Berkarakter Technopreneurship Yang Berdaya Saing Di Pasar Global Melalui Digital Marketing*. 01(03), 218–225.
- Octavia, A., Damayantie, N., Sriayudha, Y., & Ali, H. (2015). Women Entrepreneurship and Innovation Capability: Influence on Competitive Advantage of SMEs Batik Jambi. *Journal of Seybold Report ISSN NO, 1533*, 9211.
- Omar, N. A., Md Aris, H., & Nazri, M. A. (2016). The effect of entrepreneurial orientation, innovation capability and knowledge creation on firm performance: A perspective on small scale entrepreneurs. *Jurnal Pengurusan*, 48. <https://doi.org/10.17576/pengurusan-2016-48-15>
- Panda, S., & Rath, S. K. (2018). Information technology capability, knowledge management capability, and organizational agility: The role of environmental factors. *Journal of Management & Organization*, 1–27.
<https://doi.org/10.1017/jmo.2018.9>
- Patil, S. K., & Kant, R. (2014). A fuzzy AHP-TOPSIS framework for ranking the solutions of Knowledge Management adoption in Supply Chain to overcome its barriers. *Expert Systems with Applications*, 41(2), 679–693.

- <https://doi.org/10.1016/j.eswa.2013.07.093>
- Porter, M. E. (2008). "The Five Competitive Forces That Shape Strategy." *Harvard Business Review*, January 2008, Pp. 79–93.
- Qosasi, A., Permana, E., Muftiadi, A., Purnomo, M., & Maulina, E. (2019). Building SMEs' competitive advantage and the organizational agility of apparel retailers in Indonesia: The role of ICT as an initial trigger. *Gadjah Mada International Journal of Business*, 21(1), 69–90. <https://doi.org/10.22146/gamaijb.39001>
- Rauch, A., & Rijdsdijk, S. A. (2013). The Effects of General and Specific Human Capital on Long-Term Growth and Failure of Newly Founded Businesses. *Entrepreneurship: Theory and Practice*, 37(4), 923–941. <https://doi.org/10.1111/j.1540-6520.2011.00487.x>
- Rauch, A., Wiklund, J., Lumpkin, G. T., & Frese, M. (2009). Entrepreneurial orientation and business performance: An assessment of past research and suggestions for the future. *Entrepreneurship Theory and Practice*, 33(3), 761–787.
- Reis, D., Arndt, C., Lischetzke, T., & Hoppe, A. (2016). State work engagement and state affect: Similar yet distinct concepts. *Journal of Vocational Behavior*, 93, 1–10. <https://doi.org/10.1016/j.jvb.2015.12.004>
- Rezaei, J., Wang, J., & Tavasszy, L. (2015). Linking supplier development to supplier segmentation using Best Worst Method. *Expert Systems with Applications*, 42(23), 9152–9164. <https://doi.org/10.1016/j.eswa.2015.07.073>
- Rhodes, J., Cheng, V., Sadeghinejad, Z., & Lok, P. (2018). The relationship between management team (TMT) metacognition, entrepreneurial orientations and small and medium enterprises (SMEs) firm performance. *International Journal of Management Practice*, 11(2), 111–140. <https://doi.org/10.1504/IJMP.2018.090830>
- Rhou, Y., Singal, M., & Koh, Y. (2016). CSR and financial performance: The role of CSR awareness in the restaurant industry. *International Journal of Hospitality Management*, 57, 30–39. <https://doi.org/10.1016/j.ijhm.2016.05.007>
- Roos, G., & Roos, J. (1997). Measuring your company's intellectual performance. *Long Range Planning*, 30(3). [https://doi.org/10.1016/s0024-6301\(97\)00022-8](https://doi.org/10.1016/s0024-6301(97)00022-8)
- Rosati, F., & Faria, L. G. D. (2019). Business contribution to the Sustainable Development Agenda: Organizational factors related to early adoption of SDG reporting. *Corporate Social Responsibility and Environmental Management*, 26(3), 588–597. <https://doi.org/10.1002/csr.1705>
- Roscoe, S., Subramanian, N., Jabbour, C. J. C., & Chong, T. (2019). Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy and the Environment*, 28(5), 737–749. <https://doi.org/10.1002/bse.2277>
- Rua, O. L., & França, A. (2018). Assessing the relationship between entrepreneurial orientation, reputational resources and absorptive capability: A resource-based approach. *Periodica Polytechnica Social and Management Sciences*, 26(1), 30–37. <https://doi.org/10.3311/PPso.10206>

- Santoro, G., Vrontis, D., Thrassou, A., & Dezi, L. (2018). The Internet of Things: Building a knowledge management system for open innovation and knowledge management capacity. *Technological Forecasting and Social Change*, 136, 347–354. <https://doi.org/10.1016/j.techfore.2017.02.034>
- Schmied, J. (2019). Knowledge Transfer Strategy Under Complexity - Developing Emergency Management Capability. *Academy of Management Proceedings*, 2019(1), 17961. <https://doi.org/10.5465/ambpp.2019.17961abstract>
- Senge, P. (1990). Peter Senge and the learning organization. *Rcuperado De*.
- Sharifi, H., & Zhang, Z. (1999). A methodology for achieving agility in manufacturing organisations: An introduction. *International Journal of Production Economics*, 62(1–2), 7–22. [https://doi.org/10.1016/S0925-5273\(98\)00217-5](https://doi.org/10.1016/S0925-5273(98)00217-5)
- Sheikh, S. A. (2008). Use of new knowledge and knowledge management to gain competitive advantage. *Communications of the IBIMA*, 1(4), 34–41.
- Sheng, M. L., & Chien, I. (2016). Rethinking organizational learning orientation on radical and incremental innovation in high-tech firms. *Journal of Business Research*, 69(6), 2302–2308. <https://doi.org/10.1016/j.jbusres.2015.12.046>
- Sherehiy, B., & Karwowski, W. (2014). The relationship between work organization and workforce agility in small manufacturing enterprises. *International Journal of Industrial Ergonomics*, 44(3), 466–473. <https://doi.org/10.1016/j.ergon.2014.01.002>
- Shi, W., Xie, X., Chu, C.-C., & Gadh, R. (2015). Distributed Optimal Energy Management in Microgrids. *IEEE Transactions on Smart Grid*, 6(3), 1137–1146. <https://doi.org/10.1109/TSG.2014.2373150>
- Shigang, Y. (2010). Competitive Strategy and Business Environment: The Case of Small Enterprises in China. *Asian Social Science*, 6(11). <https://doi.org/10.5539/ass.v6n11p64>
- Soto-Acosta, P., Cegarra-Navarro, J., & Garcia-Perez, A. (2017). From the Guest Editors: "Enterprise Social Media for Knowledge Management and Innovation in SMEs." *Information Systems Management*, 34(3), 203–204. <https://doi.org/10.1080/10580530.2017.1329995>
- Stewart, J. (1997). Move to "more corporate" health care system may affect hospital donations. *CMAJ*, 157(2), 189–190.
- Sulistyo, H., & Ayuni, S. (2020). Competitive advantages of SMEs: The roles of innovation capability, entrepreneurial orientation, and social capital | Ventajas competitivas de las PYME: El papel de la capacidad de innovación, orientación empresarial, y capital social. *Contaduria y Administracion*, 65(1). <https://doi.org/10.22201/FCA.24488410E.2020.1983>
- Tarek, B. H., & Adel, G. (2016). Business Intelligence versus Entrepreneurial Competitive Intelligence and International Competitiveness of North African SMEs. *Journal of International Entrepreneurship*, 14(4), 539–561. <https://doi.org/10.1007/s10843-016-0194-8>
- Teece, D. J. (2016a). Dynamic capabilities and entrepreneurial management in large organizations: Toward a theory of the (entrepreneurial) firm. *European*

- Economic Review*, 86, 202–216.
<https://doi.org/10.1016/j.euroecorev.2015.11.006>
- Teece, D. J. (2016b). Dynamic capabilities and entrepreneurial management in large organizations: Toward a theory of the (entrepreneurial) firm. *European Economic Review*, 86, 202–216.
<https://doi.org/10.1016/j.euroecorev.2015.11.006>
- Teece, D. J. (2018a). Dynamic capabilities as (workable) management systems theory. *Journal of Management and Organization*, 24(3), 359–368.
<https://doi.org/10.1017/jmo.2017.75>
- Teece, D. J. (2018b). Dynamic capabilities as (workable) management systems theory. *Journal of Management and Organization*, 24(3), 359–368.
<https://doi.org/10.1017/jmo.2017.75>
- Teoh, S. Y., Yeoh, W., & Zadeh, H. S. (2017). Towards a resilience management framework for complex enterprise systems upgrade implementation. *Enterprise Information Systems*, 11(5), 694–718.
<https://doi.org/10.1080/17517575.2015.1085096>
- Terjesen, S., Hessels, J., & Li, D. (2016). Comparative International Entrepreneurship: A Review and Research Agenda. *Journal of Management*, 42(1), 299–344.
<https://doi.org/10.1177/0149206313486259>
- Theriou, G., & Chatzoudes, D. (2015). Exploring the entrepreneurship-performance relationship: Evidence from Greek SMEs. *Journal of Small Business and Enterprise Development*, 22(2), 352–375. <https://doi.org/10.1108/JSBED-03-2013-0024>
- Torres, A. I., Ferraz, S. S., & Santos-Rodrigues, H. (2018). The impact of knowledge management factors in organizational sustainable competitive advantage. *Journal of Intellectual Capital*, 19(2), 453–472. <https://doi.org/10.1108/JIC-12-2016-0143>
- Tseng, S.-M. (2016). Knowledge management capability, customer relationship management, and service quality. *Journal of Enterprise Information Management*, 29(2), 202–221. <https://doi.org/10.1108/JEIM-04-2014-0042>
- Tufan, C. (2018). Knowledge Management Capability, Entrepreneurial Strategy Making Capability and Organizational Effectiveness: Evidence from Turkey. *SOCIAL MENTALITY AND RESEARCHER THINKERS JOURNAL*, 4(10), 208–227.
<https://doi.org/10.31576/smryj.56>
- Uden, L. (2007). Context design for mobile learning using activity theory. *International Journal of Mobile Learning and Organization*, 1(1), 81–102.
- Urbano, D., & Alvarez, C. (2014). Institutional dimensions and entrepreneurial activity: An international study. *Small Business Economics*, 42(4), 703–716.
<https://doi.org/10.1007/s11187-013-9523-7>
- Vazquez-Avila, G., Sanchez-Gutierrez, J., & Rodriguez-Camacho, R. (2012). Impact of knowledge management and intellectual capital on competitiveness of SMEs manufacturing in the Western region of Mexico. *Competition Forum*, 10(1), 56.

- Veit, D., Clemons, E., Benlian, A., Buxmann, P., Hess, T., Kundisch, D., Leimeister, J. M., Loos, P., & Spann, M. (2014). Business models: An information systems research agenda. *Business and Information Systems Engineering*, 6(1), 45–53. <https://doi.org/10.1007/s12599-013-0308-y>
- Villar, C., Alegre, J., & Pla-Barber, J. (2014). Exploring the role of knowledge management practices on exports: A dynamic capabilities view. *International Business Review*, 23(1), 38–44. <https://doi.org/10.1016/j.ibusrev.2013.08.008>
- Vuorio, A. M., Puumalainen, K., & Fellnhofer, K. (2018). Drivers of entrepreneurial intentions in sustainable entrepreneurship. *International Journal of Entrepreneurial Behaviour and Research*, 24(2), 359–381. <https://doi.org/10.1108/IJEBR-03-2016-0097>
- Wagner, J. A., & Hollenbeck, J. R. (2020). *Organizational behavior: Securing competitive advantage*. Routledge.
- Watson, R., Wilson, H. N., Smart, P., & Macdonald, E. K. (2018). Harnessing Difference: A Capability-Based Framework for Stakeholder Engagement in Environmental Innovation. *Journal of Product Innovation Management*, 35(2), 254–279. <https://doi.org/10.1111/jpim.12394>
- Watson, T. J. (2013). Entrepreneurial action and the Euro-American social science tradition: Pragmatism, realism and looking beyond “the entrepreneur.” *Entrepreneurship and Regional Development*, 25(1–2), 16–33. <https://doi.org/10.1080/08985626.2012.754267>
- Wingwon, B. (2012). Effects of Entrepreneurship, Organization Capability, Strategic Decision Making and Innovation toward the Competitive Advantage of SMEs Enterprises. *Journal of Management and Sustainability*, 2(1), 137–150. <https://doi.org/10.5539/jms.v2n1p137>
- Wong, K. Y., & Aspinwall, E. (2004). Characterizing knowledge management in the small business environment. *Journal of Knowledge Management*.
- Yao, Q., & Qin, H. (2016). Marketing capability, competitive advantage, and business performance. *International Journal of Technology, Policy and Management*, 16(3), 195. <https://doi.org/10.1504/ijtpm.2016.079242>
- Yaseen Zeebaree, M. R., Siron, R. B., & Almuslamani, H. A. I. (2018). The moderated effect of government regulations on the relationship between entrepreneurial orientation and competitive advantage in SMEs. *International Journal of Mobile Learning and Organisation*, 12(3), 240–262. <https://doi.org/10.1504/IJMLO.2018.092775>
- Yildiz, Y., & Karan, M. B. (2019). Momentum or market? Determinants of large stock price changes in an emerging market. *Applied Economics*, 51(7), 731–742. <https://doi.org/10.1080/00036846.2018.1524128>
- Zahra, S. A., Sapienza, H. J., & Davidsson, P. (2006). Entrepreneurship and Dynamic Capabilities: A Review, Model and Research Agenda. *Journal of Management Studies*, 43(4), 917–955. <https://doi.org/10.1111/j.1467-6486.2006.00616.x>
- Zainol, N. R., & al Mamun, A. (2018). Entrepreneurial competency, competitive

- advantage and performance of informal women micro-entrepreneurs in Kelantan, Malaysia. *Journal of Enterprising Communities*, 12(3), 299–321. <https://doi.org/10.1108/JEC-11-2017-0090>
- Zheng, Z., Xiao, X., Huang, C., & Li, C. (2019). Enhancing transient voltage quality in a distribution power system with SMES-Based DVR and SFCL. *IEEE Transactions on Applied Superconductivity*, 29(2). <https://doi.org/10.1109/TASC.2018.2882469>
- Zollo, M., & Winter, S. (2002). *Deliberate learning and the evolution of dynamic capabilities*. *Organ Sci* 13(3):339–351.
- Zultaqawa, Z., Alexandri, M. B., & Hardinata, C. (2020). KEUNGGULAN KOMPETITIF PADA USAHA KECIL DAN MENENGAH: SEBUAH STUDI PEMETAAN SISTEMATIS. *AdBisPreneur*, 4(3), 217. <https://doi.org/https://doi.org/10.24198/adbispreneur.v4i3.18646>