

Resource-based view strategy as a determinant of business performance moderated by market orientation in MSMEs culinary sector in Medan city

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Abstract

The purpose of this research is to know the business performance can be achieved through Resource Based View Strategy by applying flexibility, supply chain integration, organization capability to market orientation in culinary sector business in Medan. Data collection using questionnaires (Google Form) for each variable, on 88 MSMEs culinary sector in Medan city with the characteristics of small to medium businesses and already applying supply chain integration. The data is analyzed using multiple linear and moderated regression analysis (MRA) techniques. The results showed that flexibility had no positive effect on business performance. However, supply chain integration and organization capability had a positive effect on business performance. Flexibility and supply chain integration positively affect business performance moderated by market orientation. At the same time, organization capability does not positively affect business performance moderated by market orientation.

Keywords: *resource-based view, market orientation, business performance*

Abstrak

Tujuan dari penelitian ini adalah untuk mengetahui performa bisnis dapat dicapai melalui Resource Based View Strategy dengan menerapkan flexibility, supply chain integration, organization capability hingga market orientation pada usaha sektor kuliner di kota Medan. Pengambilan data menggunakan kuesioner (Google Form) untuk masing-masing variabel, pada 88 UMKM sektor kuliner di kota Medan dengan karakteristik usaha kecil ke menengah dan sudah menerapkan supply chain integration. Data dianalisis menggunakan teknik analisis Regresi Linier Berganda dan Moderated Regression Analysis (MRA). Hasil penelitian menunjukkan bahwa flexibility tidak berpengaruh positif terhadap performa bisnis, tetapi supply chain integration dan organization capability berpengaruh positif terhadap performa bisnis. Flexibility dan supply chain integration berpengaruh positif terhadap performa bisnis yang dimoderasi oleh market orientation. Sedangkan organization capability tidak berpengaruh positif terhadap performa bisnis yang dimoderasi oleh market orientation.

Kata Kunci: *resource-based view, orientasi pasar, performa bisnis*

Introduction

Entrepreneurship is critical to the national economy, with MSMEs (Micro Small and Medium Enterprises) serving as one of Indonesia’s primary drivers of economic development. MSMEs may create jobs more quickly than giant corporations. According to Law No. 20 of 2008, the business world defines as a micro, small, medium, or large business that operates in Indonesia and locates in Indonesia. It says that the existence of MSMEs and the government’s supervision seek to establish and develop the businesses to construct a national economy based on equal economic democracy. MSMEs are also one of the economic driving factors in the city of Medan. Table 1 shows that MSMEs in Medan vary and continue to develop, particularly in the culinary sector, which has the highest percentage.

All MSMEs compete in the market to follow the market’s will. In today’s competitive environment, every business actor must take strategic actions by increasing their business performance. Business performance must be enhanced for the company to develop better and compete with its competitors. Business performance is one of the criteria for determining a company’s success during operations (Herlambang & Mawardi, 2017).

According to Chandler and Hanks in Abbas (2018), there are objective and subjective approaches. An objective approach is a method of measuring company performance using informational data such as financial accounting data. While subjective, this is a method of measuring the company’s performance based on perception (based on perception) or information derived from explanations from managers as to their business performance. Sapienza et al in Abbas (2018) stated that there are objective constraints or shortcomings in this sort of approach. Such as the tendency of management to execute number manipulation or managers/owners of the business object to giving information and financial data (this condition is prevalent when researching small companies). Suppose objective performance data is not available in research. In that case, subjective measures based on managers’ perceptions might be used (Beal & Covin in Abbas, 2018).

The Resource-Based View (RBV) Theory underpins this research. MSMEs must focus on improving business performance by developing a strategy oriented to the resources held (Resource-Based View) and becoming a force to build competitive advantage. According to Barney in Hendrawan and Wijaya (2020), a business’s performance is defined by its strengths and shortcomings, not by the external company. Organizational (internal) resources must be solid and durable in the face of competition, sustainable and flexible to be absorbed into and controlled by the organization (Miraza et al., 2020).

Wernerfelt was the first to propose this concept in 1984. RBV can be interpreted in various ways, particularly concerning strategic management approaches to competence concerns and enterprise resources, which serve as the foundations of business competitiveness and performance. Concerning Wernerfelt (1995) belief that corporate resources are critical to achieving a competitive advantage, which influences the company’s profitability.

Table 1. Data recapitulation of the number of MSMEs in Medan City 2019

Business Sector	Number of MSMEs	Percentage (%)
Production	471	34,48
Culinary	766	56,08
Service	120	8,78
Trade	9	0,66
Total	1366	100

Source: Data recapitulation of the number of MSMEs in Medan City 2019

Rumelt, Barney and Dierick Cool all contributed to the development of RBV strategic management. Barney's (1991) article, "Firm Resources and Sustained Competitive Advantage," is one of the most frequently cited articles. Barney provides a formal overview of the perspective business level of resources: valuable, rareness, inimitable, and non-substitutable. In order to be a potential resource in competitive advantage, the company's resources must have these four attributes. The basic assumption of RBV theory is that the resources in a company merge into one (bundles), and the underlying capabilities of production are not the same as the other.

In this research, business performance can achieve through the Resource-Based View Strategy by applying flexibility, supply chain integration, and organization capability to market orientation in a company. This research focuses on the culinary sector of MSMEs in the city of Medan.

The Relationship between Flexibility and Business Performance

According to Sarwoto (2015), flexibility improves customer satisfaction by allowing businesses to develop goods with features and performance that satisfy the demands of their customers. Flexibility enables businesses to manufacture various items without incurring excessive delays, charging a premium to customers, and sacrificing quality. The more the company's flexibility, the more positively influenced the company's success. Research by Supeno et al., (2015) showed that the more flexible the strategies that managers apply in their companies, the more competitive the performance. Moreover, recent research by Chahal et al., (2020) shows a positive and significant relationship between flexibility and three sub-performances. Based on this description, this hypothesis is reformed

H1: Flexibility positively affects business performance.

The relationship between Supply Chain Integration and Business Performance

Integration must be achievable by organizations or companies within the supply chain management network. The purpose of supply chain management is to integrate the company's main business processes ranging from upstream and downstream to end-users through the provision of products to services, and information that provides added value for consumers and other stakeholders (Fitrianto et al., 2016). According to Storer et al., (2014), supply chain integration has a significant impact on a company's performance. It demonstrates that integration between lines and between supply chain members will systematically increase the speed of information flow, product availability, and payment and ordering systems that effectively improve company performance. In research by Chahal et al., (2020), they also said a positive relationship between them. With this statement, it is assumed that supply chain integration that influences the business performance. So this research hypothesis is formulated

H2: Supply chain integration has a positive effect on business performance.

The relationship between Organization capability and Business Performance

According to Winter (2003), "*Organizational capability is primarily defined by the high-level organizational practices that use to coordinate the productive activities of a firm.*" Organization capability is essential and can build by the top-level organizational practices that coordinate productive organizational activities. Moreover, Nasyira et al., (2014) also said that good organizational capabilities would form an excellent organizational commitment, thus increasing employee work motivation. It follows by research conducted by Chahal et al., (2020), which showed a significant relationship between organization capability and business performance. Based on the statement, it suspects that there is an influence between organization capability and business performance. So the hypothesis of this study is reformed

H3: Organization capability has a positive effect on business performance.

The relationship between Flexibility and Business Performance moderated by Market Orientation

Grewal and Tansuhaj (2001) explained, companies use strategic flexibility (flexibility) to improve performance while gaining a competitive advantage in the market, so that strategic flexibility (flexibility) is assumed to have an impact on the company's performance moderated by market orientation. Through market orientation, the company can analyze changes in consumer needs and then create products with a value that suits those needs (Migdadi et al., 2017). The above concept is by Sumiati (2019), which states that strategic flexibility and market orientation significantly improve company performance. Then the research hypothesis formulated *H4: Market orientation moderates the influence of flexibility on business performance.*

The relationship between Supply Chain Integration to Business Performance moderated by Market Orientation

Relationships with customers, exchange of information over the network, use of computerized systems, market information sharing, sharing of product availability information, order fulfillment management process), level of customer complaints, customer satisfaction evaluation) are all dimensions of supply chain integration (Yun et al., 2019). A study by Muntaka et al., (2017) concludes that supply chain integration is essential in improving business performance, especially in the market. In addition, being oriented to market changes is also very important (Ardiani et al., 2016). Based on the statement, supply chain integration is very influential on the company's performance to meet consumer interest in the market. The hypothesis in this study can then formulate *H5: Market orientation moderates the influence of supply chain integration on business performance.*

The relationship between Organization Capability and Business Performance moderated by Market Orientation

According to Winter (2003), "Organizational capability is primarily defined by the high-level organizational practices that use to coordinate the productive activities of a firm." Organization capability is essential and can build by the top-level organizational practices that coordinate productive organizational activities. Mardiyono (2015) said the company's ability includes implementing market orientation in seeking various market information to be used as a basis for the company to take steps or strategies to improve business performance. This statement means that the organization's capability is very influential on the company's performance to produce products that are in demand by the market. So the following is the research hypothesis *H6: Market orientation moderates the influence of organization capability on business performance.*

Research Methods

Independent variables in this study are flexibility, supply chain integration, and organization capability, while the dependent variables are business performance and moderation variables are market orientation.

This study collected primary data by spreading questionnaires containing five alternative answers for each statement measured on five scales. A value close to 1, meaning its application was terrible, while approaching 5, told it was already applying very well. The population in this study is 766 culinary sector businesses in the city of Medan, with the characteristics of small-scale enterprises that have a turnover between Rp300 Million–Rp2.5 billion to medium scale, which has a turnover of Rp 2.5–50 billion that has implemented supply chain integration, organizational structure, and division of labor into management that have been neatly arranging. Then it was divided into two

categories, namely food and beverage. This category, for example, included restaurants, cafés, and coffee shops. The second category was the home industry. This category was a type of culinary business that used the house as a center of production, administration, and marketing at the same time. The business owned and run by the respondents was currently a long-running business. The sampling technique used for this study is (Random sampling) using the formula Yamane Taro. The number of samples studied was 88. The data processing method used in this study was carried out with the help of SPSS software version 18.0.

Table 2. Operational Definition of Variables

Variable	Definition	Indicator
Flexibility (X_1)	Strategic flexibility is a company's ability to respond to uncertainty by modifying its objectives based on available capabilities and resources. (Brozovic, 2018)	<ul style="list-style-type: none"> • Attention • Assessment • Action • (Shimizu & Hitt, 2004)
Supply Chain Integration (X_2)	Supply chain integration is a collection of practical tools that can support business processes between companies, especially in the context of initiatives to reduce organizational distrust. (He et al., 2014)	<ul style="list-style-type: none"> • Relationships with customers • Exchange of information over the network • Use of computerized systems • Market information sharing • Sharing of product availability information • Order fulfillment management process • Customer complaint level, customer satisfaction evaluation • (Yun et al., 2019)
Organization Capability (X_3)	Organizational capabilities include a company's ability to establish economic and social relationships. (Liu et al., 2011)	<ul style="list-style-type: none"> • Knowledge and skills • Technical systems • Managerial systems • Values and norms • (Leonard-Barton, 1992)
Market Orientation (Z)	Market orientation is a habit of business units that are very effective in creating products of superior value for consumers and business performance. (Narver & Slater in Zulkarnain & Mukarramah, 2019)	<ul style="list-style-type: none"> • Consumer orientation • Competitor orientation • Cross-functional coordination • (Narver & Slater in Tjijptono, 2012)
Business Performance (Y)	Business performance is a factor used to assess the effectiveness of a company's strategy. (Ferdinand in Sugiyarti, 2016)	<ul style="list-style-type: none"> • Profitability • Sales rate • Business capital • (Supeno et al., 2015)

The following figure shows the relationship of each variable in a conceptual framework.

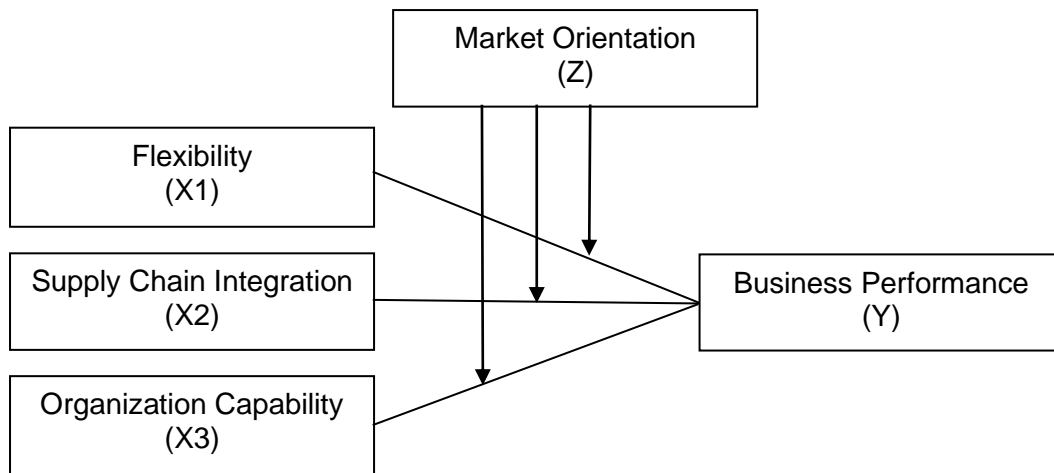


Figure 1. Conceptual Framework

Result and Discussions

Before data processing was implemented, it tested for validity and reliability to ensure that the instrument was an accurate and reliable measuring instrument. The validity test compares the value of *r* calculated (correlated item-total correlations) with the value of the *r* table. If the value of *r* calculates > *r* of the table and is marked positive, it is considered valid. At the same time, the reliability test uses a measuring tool that is a statistical test Cronbach Alpha (α). If the value of a variable or construct is equal to > 0.60, then the variable or construct is considered reliable. The results of the validity measurement can be seen in the following table:

Table 3. Validity Test

Flexibility	the value of r	r-table
F1	0,600	
F2	0,696	
F3	0,493	0,210
F4	0,485	
F5	0,558	
F6	0,461	
Supply Chain Integration	the value of r	r-table
SCI1	0,456	
SCI2	0,601	
SCI3	0,570	
SCI4	0,667	
SCI5	0,603	
SCI6	0,647	
SCI7	0,716	0,210
SCI8	0,732	
SCI9	0,700	
SCI10	0,682	
SCI11	0,495	
SCI12	0,481	
SCI13	0,611	
SCI14	0,656	

Organization Capability	the value of r	r-table
OC1	0,697	
OC2	0,729	
OC3	0,441	
OC4	0,613	0,210
OC5	0,517	
OC6	0,682	
OC7	0,562	
OC8	0,639	
Business Performance	the value of r	r-table
BP1	0,722	
BP2	0,718	
BP3	0,771	0,210
BP4	0,816	
BP5	0,750	
BP6	0,717	
Market Orientation	the value of r	r-table
MO1	0,669	
MO2	0,712	
MO3	0,770	0,210
MO4	0,746	
MO5	0,744	
MO6	0,722	

From the results of the Validity Test conducted, it can conclude that all items of variable statement flexibility, supply chain integration, organization capability, business performance, and market orientation have a value of r calculate > r table and marked positive then declared valid. All statement items can use.

Table 4. Reliability Test

Variable	Number of Questions	Cronbach's Alpha
Flexibility (X ₁)	6	0,792
Supply Chain Integration (X ₂)	14	0,909
Organization Capability (X ₃)	8	0,862
Business Performance (Y)	6	0,909
Market Orientation (Z)	6	0,897

Based on the reliability test results above, it can seem that the 5 variables that exist have Cronbach's Alpha > 0.60 means that all statements of each variable are reliable.

In this study, the number of samples used was 88 respondents and obtained an at-table value of 1.663 at a significance level of 0.05. Based on the results of table 5 using SPSS 18.0, the following are the results of the Partial Test. In variable X₁ (flexibility), it knows the value of t count < t table (1,238 < 1,663) and significance value (0.219 > 0.05), thus it can be said that flexibility does not positively influence the business performance of MSMEs in the culinary sector in Medan. These results contradict the results of Chahal et al., (2020) and also Supeno et al., (2015) and also disagreed with Sarwoto (2015), who said that flexibility increases customer satisfaction by allowing companies to produce products with features and performance that meet customer needs. There are demographic factors that cause this study to have no positive influence. In this study sample, flexibility is less beneficial for companies to produce the various types of products that customers need to enhance customer

satisfaction without collecting information about consumer needs and the factors that make up those needs. The dynamic nature of a company combined with flexibility does not always allow it to respond to changes in the external environment, especially the market. It is not easy to adapt to a continuously changing business environment. Rigidity is typical in a sample of 84 % of small businesses because companies have concentrated entirely on past performance. They continue to follow the old strategy, regardless of whether it is still applicable to the present situation. As a result, businesses are slow to change and inflexible. The business does not influence the external environment. As a result, the business cannot change it and direct the change as it sees proper. All they can do is adapt. When combined with market orientation, flexibility may regard as the potential required by the firm to attain performance success. Market orientation recognizes that the external environment (particularly the market) is dynamic and constantly changing. Companies may utilize knowledge about customer requirements to produce valuable products with a competitive advantage since consumers determine market demand. As a result, the company may monitor changes in customer demands and then create products with a value that meets those needs, allowing them to respond rapidly to competitors' actions.

Table 5. t Coefficients^a Test Results

		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.998	1.323		.755	.453
	Flexibility	.152	.123	.128	1.238	.219
	Supply Chain Integration	.186	.056	.383	3.304	.001
	Organization Capability	.227	.090	.283	2.538	.013

In variable X_2 (supply chain integration), it knows the value of t count > t table (3,304 > 1,663) and significance value (0.001 < 0.05), thus it can be said that supply chain integration positively influences the business performance of the culinary sector MSMEs in Medan. The results of this study support the results of previous research conducted by Chahal et al., (2020) and Storer et al., (2014), where supply chain integration has a significant influence company's performance. It shows that integration between lines and between members of the supply chain will systematically increase the speed of information flow, product availability to payment, and ordering systems that are effectively improved. As said by Fitrianto et al., (2016), The purpose of supply chain management is to integrate the company's main business processes starting from upstream and downstream to end-users, through the provision of products to services and information that provide added value for consumers and other stakeholders. This explanation can show that supply chain integration has become a practical tool used to support business processes between companies and that the pattern of integration can affect business performance.

In variable X_3 (organization capability), the value of t count > t table (2,538 > 1.663) and significance value (0.013 < 0.05), it can be said that organization capability has a positive influence on the business performance of MSMEs in the culinary sector in the city of Medan. It can be attributed to Winter (2003), which says that organization capability is important to be built by the practices of top-level organizations used to coordinate productive organizational activities. Nasyira et al., (2014) also said that good organizational capabilities would form a good organizational commitment, thus increasing employee work motivation. This study supports Chahal et al., (2020) research which shows a significant relationship between organization capability and business performance. With organizational capability, companies can formulate how

their organizational resources will achieve and produce a performance that has been determined and built on important considerations and decisions by coordinating all units. Also, the activities achieve predetermined goals, thus enabling every organization's policy and activity to produce productive results. As a result, it is possible to conclude a relationship between organizational capability and business performance.

Moderated Regression Analysis

Table 6. MRA I Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	2.405	.593		4.059	.000
Business Performance	-.094	.047	-.210	-1.995	.049

Table 6 shows that equation model 2 of MRA is $e_{\text{absolute}} = 2.405 - 0.094$, where the constant value is in the positive direction. Also, the value of significance is less than 0.05, which is $0.049 < 0.05$. Thus, it can conclude that H_1 is received and H_0 rejected, namely, that market orientation moderates the relationship between the influence of flexibility on the business performance of MSMEs in the culinary sector in Medan. Based on Grewal and Tansuhaj's (2001) explanation, companies use strategic flexibility to improve performance while gaining a competitive advantage in the market. Strategic flexibility is assumed to impact the company's performance moderated by market orientation. Through market orientation, the company can analyze changes in consumer needs and then create products with a value that meets those needs (Migdadi et al., 2017). Flexibility can connect with market orientation, which results in the company's ability to adapt and work effectively in various scenarios in the external environment (especially the market). Companies can make strategic decisions on enhancing their performance to adapt to changes, adjust their strategy due to changes in the situation, and quickly accept changes in customer needs and another external environment. Sumiati (2019) also found that strategic flexibility and market orientation had a significant role in improving a company's performance. Thus, from the explanation, it can be concluded that the results of research conducted by the authors following market orientation moderate the relationship of influence between flexibility and business performance.

Table 7. MRA II Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	2.823	.541		5.222	.000
Business Performance	-.148	.043	-.348	-3.442	.001

Table 7 shows that model equation 3 of MRA is $e_{\text{absolute}} = 2.823 - 0.148$, where the constant value is positive. Also, the value of significance is less than 0.05, which is $0.001 < 0.05$. Thus, it can conclude that H_2 is accepted and H_0 rejected, namely that market orientation moderates the relationship between the influence of supply chain integration on the business performance of MSMEs in the culinary sector in Medan. Mentioned in the dimensions of supply chain integration, namely, relationships with customers, exchange of information over the network, use of computerized systems,

market information sharing, sharing of product availability information, order fulfillment management process, level of customer complaints, customer satisfaction evaluation (Yun et al., 2019). It is pretty clear from the dimensions that companies cannot ignore the potential benefits of supply chain integration. It can be associated with Muntaka et al.,'s (2017) research, which concluded that supply chain integration improves business performance, especially in the market. In addition, being oriented towards market changes is also very important (Ardiani et al., 2016). All these statements mean that supply chain integration is very influential in meeting consumer interest in the market. The more the company integrates with suppliers and consumers, the better its performance. The company also gains the trust and commitment of suppliers and customer loyalty. Moreover, the authors' research results following the market orientation moderate the relationship of influence between supply chain integration and business performance.

Table 8. MRA III Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	1.361	.554		2.455	.016
Business Performance	-.040	.044	-.098	-.916	.362

Table 8 shows that the model equation 4 MRA is $e_{absolute} = 1.361 - 0.040$, where the constant value is positive. Moreover, the value of significance is more significant than 0.05, which is $0.362 > 0.05$. Thus, it can conclude that H_3 reject and H_0 accepted that market orientation does not moderate the relationship between the influence of organization capability on the business performance of culinary sector MSMEs in Medan. A good company will implement good organization capability and will affect the improvement of its business performance. Winter (2003) revealed that important organizational capability build by the practices of top-level organizations used to coordinate productive organizational activities. The sample from this study does not require market orientation. It is because various efforts made to increase organizational capability. Because the organization is dealing with an ever-changing environment, one of the efforts made is the learning process as the main process. The learning process will give the company the ability to get the main resources. These resources arise as a result of organizational learning activities, and organizations must have the ability to manage them. Organization capability can enable companies to obtain relevant information more quickly and accurately, predict market trends and eliminate unpredictable operational routines (Pudjiarti & Putranti, 2020).

Because the culinary sector in Medan continues to arise in many forms with its management features daily, the power of culinary taste and customer service are two examples of organizational skills used in this study sample. Then, having chefs who can preserve the quality of taste while also passing on their expertise to other prospective chefs would provide human resources who understand the operating requirements of the needed forms. These two things can shape capabilities because they are directly related to the company's core value in consumers' view by owning and employing talents with competencies directly related to the quality of cuisine and consumer service that can maintain their business performance.

Conclusion

The results showed that flexibility did not have a positive effect on business

performance. However, supply chain integration and organization capability positively affect the business performance of MSMEs culinary sector in Medan city. Flexibility and supply chain integration positively affect business performance moderated by market orientation. At the same time, organization capability does not positively affect business performance moderated by market orientation in the culinary sector MSMEs in Medan.

Further researchers expect to add other independent variables to measure business performance, such as e-commerce adoption that can focus on using digital technology using e-commerce. In today's industrial era, digital and physical change is inevitable, as are MSMEs. The majority of MSMEs in Medan or other cities in Indonesia have not fully used digital technology as a marketing strategy for expanding their market share. There must be a program that direct at strengthening from the technology side. This research can also be done with different research methods and also with other objects.

As for the limitations experienced and can be a factor that can considering for future researchers, namely the number of respondents who are only 88 MSMEs, of course still less to describe the actual situation and it is expected for further research to reach the object more than 100 MSMEs.

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