Organizational Agility, Open Innovation, and Business Competitive Advantage: Evidence from Culinary SMEs in Indonesia

by Hardi Mulyono

Submission date: 04-Aug-2023 10:19AM (UTC+0700)
Submission ID: 2141095979
File name: Organizational_Agility.pdf (463.82K)
Word count: 5209
Character count: 29750

International Journal of Social Science and Business
Volume 7, Number 2, 2023, pp. 268-275
P-ISSN: 2614-6533 E-ISSN: 2549-6409
Open Access: https://doi.org/10.23887/ijssb.v7i2.54083

Organizational Agility, Open Innovation, and Business Competitive Advantage: Evidence from Culinary SMEs in Indonesia

Hardi Mulyono[1*], Abd. Rasyid Syamsuri[2]

[1,2]Faculty of Economy, Universitas Muslim Nusantara Al-Washliyah, Medan, Indonesia

ARTICLE INFO

Article history:
Received November 15, 2022
Revised November 19, 2022
Accepted April 23, 2023
Available online May 25, 2023

Kata Kunci:
Kelincahan Organisasi, Inovasi Terbuka, Keunggulan Kompetitif, UKM, Kuliner

Keywords:
Organizational Agility, Open Innovation, Competitive Advantage, SMEs, Culinary

ABSTRAK

Beberapa permasalahan yang sering dihadapi pelaku industri kecil dan menengah adalah rendahnya kemampuan UKM dalam menggali peluang, dan rendahnya kemampuan UKM dalam berinovasi dalam berbisnis. Maka dari itu, tujuan dari penelitian ini adalah untuk menguji pengaruh kelincahan organisasi dan inovasi terbuka terhadap keunggulan kompetitif pada UKM kuliner di Medan. Penelitian ini menggunakan metode kuantitatif. Subjek dalam penelitian ini adalah para karyawan dan pemilik industri kuliner di Kota Medan sebanyak 218 responden. Teknik pengambilan sampel dilakukan dengan metode accidental sampling. Data diolah dengan metode strukturalepemodelan persamaan, dan menggunakan Program IBM Amos. Hasil penelitian menunjukkan bahwa ada pengaruh positif dan signifikan antara kelincahan organisasi terhadap inovasi terbuka perusahaan. Temuan tersebut juga membuktikan bahwa kelincahan organisasi dan inovasi terbuka dapat memprediksi keunggulan kompetitif industri kuliner di Kota Medan secara positif dan signifikan. Hasil penelitian juga menemukan bahwa inovasi terbuka memediasi pengaruh kelincahan organisasi terhadap keunggulan bersaing industri kuliner di Medan. Dengan kata lain, inovasi terbuka terbukti dapat memediasi secara signifikan yang membentuk atau menciptakan hubungan yang kuat antara ketangkasan organisasi dan keunggulan kompetitif. Kami memberikan saran untuk meningkatkan kelincahan organisasi, dan membuka inovasi dalam industri kuliner di Kota Medan untuk meningkatkan daya saing bisnis.

ABSTRACT

Some problems that are often faced by small and medium industry players are the low ability of SMEs to explore opportunities, and the low ability of SMEs to innovate in business. Therefore, the purpose of this study is to examine the influence of organizational agility and open innovation on competitive advantage in culinary SMEs in Medan. This study used quantitative methods. The subjects in this study were employees and owners of the culinary industry in Medan City as many as 218 respondents. The sampling technique is carried out by accidental sampling method. The data was processed by structural methods of modeling equations, and using the IBM Amos Program. The results showed that there was a positive and significant influence between organizational agility and corporate open innovation. The findings also prove that organizational agility and open innovation can predict the competitive advantage of the culinary industry in Medan City positively and significantly. The results also found that open innovation mediates the influence of organizational agility on the competitive advantage of the culinary industry in Medan. In other words, open innovation is proven to significantly mediate those that form or create strong links between organizational agility and competitive advantage. We provide suggestions to improve organizational agility, and unlock innovations in the culinary industry in Medan City to improve business competitiveness.

1. INTRODUCTION

Small and Medium Enterprises have a very important role in supporting the Indonesian economy. According to the Ministry of Cooperatives and SMEs in 2018 99.99% of the economy of Indonesia was dominated by micro, small, and medium enterprises (MSMEs). In 2018, the MSMEs contributed to Indonesia's GDP by 60.34% and employment by 97% (Pertiwi & Kartika, 2021). The culinary sector has

*Corresponding author.
E-mail: Hardi99@gmail.com (Hardi Mulyono)

become of industry that growing in Indonesia, and becomes the most important tourism industry sector in the Indonesian economy (Agustina et al., 2017). Food and service is the main product of the restaurant industry (Bangara, 2018). Culinary is one of the creative industries that is quite developed in Indonesia, and one of the attractions for tourism (Muizu, 2016). The growth of MSMEs continues to grow and is increasingly competitive (Pertiwi & Kartika, 2021). Moreover, the emergence of the COVID-19 pandemic, has had an impact on the decline in the performance of the tourism sector, including the culinary industry (Pertiwi & Kartika, 2021). The emergence of Covid-19 has made an impact on the culinary industry. Before the onset of covid-19, the growth of the food and beverage industry was always above 7%, but with the presence of covid-19, in 2020 the growth of the food and beverage industry only grew 2%, and in 2021 it only grew 2.54%. Therefore, there is a need for a strategy that must be carried out by business people, in this case business actors in the culinary industry to increase business competitiveness.

Some of the problems that are often faced by small and medium industry players are the low ability of SMEs to explore opportunities, and the low ability of SMEs to innovate in business (Muchtar et al., 2017). Several strategies that can be done by SMEs, in this context of the culinary industry, are to increase organizational agility and open innovation. Several previous research findings show that Improving organizational agility and conducting open innovation were factors that can increase business competitiveness (Bianchi et al., 2016; Bigliardi et al., 2020; Clauss et al., 2021; El-Nsour, 2021; Martinez, 2014; Ottemoesoe et al., 2021). Competitive advantage can be interpreted as a condition when a business becomes superior to winning the competition compared to competitors. A company to be able to compete in a competitive market must prepare itself early both for the vision of changes in the shape, condition of the company, and the arena of present and future competition to improve the firm's performance. One of the most important factors in improving the competitiveness and performance of the company is to innovate the company. Based on this explanation, it can be concluded that competitive advantage is a condition in which a company has an advantage or more superior compared to competitors. One of the concepts in strategic management to achieve business goals is organizational agility. An agility strategy can improve the company's ability to remain business competitive. Organizational agility relates to the company's ability to facilitate the search and retrieval of relevant knowledge; it can enable businesses to apply this knowledge to develop new products or react to the emergence of new competitors. Increasingly digital developments make companies more agile, to successfully respond quickly when changes or new opportunities arise.

The implementation of open innovation in a firm is mainly can be achieved through three different modalities: first, doing acquisition of external technology in open processes of exploration (inbound innovation); second, the outward transfer of technology in open exploitation processes (outbound innovation); and the third, coupled innovation. The Open Innovation (OI) paradigm suggests a strategy for a firm to enlarge the sources of their innovation (eg, ideas, knowledge, opportunities) and to improve the firm's ability to exploit the source of innovation. Inbound open innovation means the outside-in firm's process to access resources of innovation, technology, knowledge, and firm's innovation ideas from beyond their boundaries to complement the internal resources. In terms of inbound innovation, it will be very important for firms to refine the firm's ability to manage relations with the other companies from which the firms acquire technology and to define a strategic plan to combine the organization's internal knowledge with those acquired in order to avoid firm's inefficiencies. A Firm's Innovativeness can make a difference in an organization's chance of success, firm effectiveness, and make more survival, as in the ability of the firm to quickly and rightly respond to events and changes in the current fast-changing and very highly competitive business environment.

The firm's organizational agility is the company's ability to make innovative, immediate and unexpected changes (Puriwat & Tripopsakul, 2021). Strategic agility carried out by the company is very important to increase business innovation, and also to increase business competitive advantage (Clauss et al., 2021; Goncalves, 2022). The organization is the key to increasing the company's competitive advantage (El-Nsour, 2021). The results of previous research showed that organizational agility has an impact on the company's ability to innovate (Puriwat & Tripopsakul, 2021). The current business challenges are quite internal and external (Bigliardi et al., 2020). The change in consumers' tastes, rapid technology, and globalization have given contributed to business turbulence, unpredictability, hostility, and complexity (Puriwat & Hoonsopon, 2021). The firm must be more innovative and adaptive because of the increasing of competitive business more high (Z. M. E. Siregar, Suryana, E. A., Ahman, et al., 2019). In achieving the high-performance of the business and to get competitive advantage, it is inseparable from the role of the implementation of innovation by the firm (Nasution et al., 2021; F. M. Siregar et al., 2021; Z. M. E. Siregar, Suryana, E. A., & Senen, 2019). The implementation of open innovation in an organization is an important key role to achieve the competitive advantage of business. The implementation of open innovation in a firm also very important for the success of the firm, making the generating new business

lines by the firm related to ingredients or independent services (Mengual-Recuerda et al., 2021). The paradigm of open innovation can enrich the traditional innovation funnel by removing the traditional barrier by the firm: the organizational boundaries. Ideas, technologies and solutions from external environments may be incorporated within the funnel, and the developed innovations by the firm may be exploited even outside the company (Pellizzoni et al., 2019). The results of previous research found that open innovation was a very important factor to improve business performance and competitive advantage (Bigliardi et al., 2020). The same finding said that the increasing the competitiveness of the culinary sector will bring an impact on increasing business performance (Inrawan et al., 2021). This study will also examine the mediating role of open innovation that forms the influence of organizational agility on business competitive advantage in the culinary industry in Medan City. The results of research conducted by found that open innovation mediates the effect of organizational agility on performance (Puriwat & Tripopsakul, 2021).

This study seeks to investigate the correlation between organizational agility and open innovation in building competitive advantage in culinary SMEs in Medan. Gaps from previous empirical research offer an opportunity to expand the literature on competitive advantage in culinary SMEs. The limitations of previous research provide an opportunity for this research to identify organizational agility and open innovation that can contribute to competitive advantage in SMEs. The study of the competitive advantages of SMEs is very important, especially in supporting the Indonesian economy. In response to this, the purpose of this study is to analyze the influence of organizational agility and open innovation on competitive advantage in culinary SMEs in Medan.

2. METHODS

The quantitative method is the approach used in this study. The study was conducted on employees of the culinary sector SMEs in the city of Medan. The method of data collection is done by questionnaire. The sampling technique was carried out by the accidental sampling method. This means that anyone who works as an employee in the culinary industry in Medan City can fill out the questionnaire that has been distributed. There were 278 questionnaires distributed, but 218 questionnaires were returned. Thus, the sample in this study amounted to 218 respondents. After the data was collected, the data was processed using the structural equation modeling method with the help of the Amos software version 23 which has been presented in Figure 1.

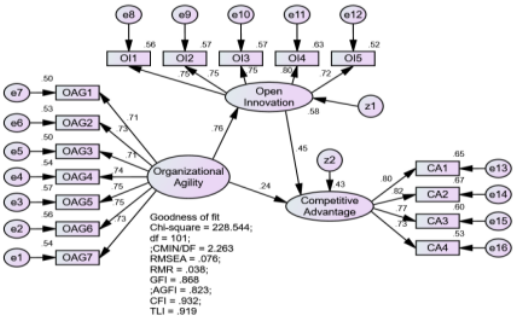

Figure 1. Structural Model

The variables in this study consisted of organizational agility, open innovation, and competitive advantage. Measurement of research variables is shown in Table 1.

Table 1. Construct and Measurements

Variable	Indicators
Competitive advantage (Sigalas et al., 2013)	All market opportunities exploitation
	The company fully exploits market opportunities
	The company neutralizes all threats of competitors
	Complete neutralization of all competitive threats
Organizational Agility	Giving responds to general changes in the demands of customer

Variable	Indicators
(Cepeda & Arias-Pérez, 2019)	Personalize company products and services to respond to specific customer needs.
	Giving reaction when the competitor produces a new product or service
	Make product price adjustments in response to changes in competitive prices.
	Expanding strategy to domestic or international markets
	Expanding or reducing the product and service variety offers
	SMEs' Adopting new technology to improve the products and services
Open Innovation (Aleksić et al., 2021)	Companies often acquire new knowledge/technology from outside to use
	Companies often seek outside ideas to add/create value
	Customers are involved in product/service development
	We tend to open spaces for collaboration with outsiders
	Participate in business activities similar to other businesses

3. RESULTS AND DISCUSSIONS

Results

Measurement of research variables was carried out by confirmatory factor analysis testing. The purpose of confirmatory factor analysis is to find out whether the indicators that measure the variable are really suitable to measure the research variables. If the loading factor value is greater than 0.70 then the indicator used is valid (Leguina, 2015). The confirmatory factor analysis testing result is shown in the following Table 2.

Table 2. Confirmatory Factor Analysis

				Estimate	Decision
CFA Organizational Agility	OAG7	<---	Organizational_Agility	0.718	Valid
	OAG6	<---	Organizational_Agility	0.727	Valid
	OAG5	<---	Organizational_Agiliey	0.713	Valid
	OAG4	<---	Organizational_Agility	0.715	Valid
	OAG3	<---	Organizational_Agility	0.746	Valid
	OAG2	<---	Organizational_Agility	0.757	Valid
	OAGI	<---	Organizational_Agility	0.747	Valid
CFA open Innovation	11	<---	Open_lnnovation	0.742	Valid
	12	<---	Open_lnnovation	0.740	Valid
	13	<---	Open_lnnovation	0.761	Valid
	14	<---	Open_lnnovation	0.804	Valid
	15	<---	Open_lnnovation	0.722	Valid
CFA Competitive Advantage	CAI	<---	Competitive_Advantage	0.824	Valid
	CA2	<---	Com petitive_Advantage	0.821	Valid
	CA3	<---	Competitive_Advantag	0.774	Valid
	CA4	<---	Competitive_Advantage	0.702	Valid

The results of the confirmatory factor analysis test are shown in Table 2. The finding informs that all indicators were valid. It is shown from the value of the loading factor indicator on the variable > 0.70. Thus, the indicator is declared valid to measure the variables to be measured. Next, the composite reliability value will be calculated, and the recommended value is > 0.70, Average Variance Extracted (AVE) > 0.50 which has been presented in Table 3 (Leguina, 2015).

Table 3. The Measurements Model

Variables	Indicators	Factor Loadings	Measurement Error	Composite Reliability	Avarage Variance Extracted
Organizational Agility	OAG1	0.705	0.503	0.899	0.534
	OAG2	0.729	0.469		
	OAG3	0.708	0.499		
	OAG4	0.738	0.455		
	OAG5	0.752	0.434		

Variables	Indicators	Factor Loadings	Measurement Error	Composite Reliability	Avarage Variance Extracted
Open Innovation	OAG6	0.748	0.440	0.868	0.569
	OAG7	0.735	0.460		
	OI1	0.747	0.442		
	OI2	0.753	0.433		
	OI3	0.755	0.430		
	OI4	0.795	0.368		
	OI5	0.72	0.482		
Competititive Advantage	CA1	0.804	0.354	0.863	0.612
	CA2	0.821	0.326		
	CA3	0.773	0.402		
	CA4	0.728	0.470		

The Goodness of Fit Test of the Model

Test the fit of the model by looking at the value of Adjusted GFI (AGFI) > 0.90, the value of GFI must have > 0.90, the value of CFI must have > 0.90, TLI value must have > 0.90, RMSEA < 0.08, and RMR value must have <0.05(Hair et al, 2017). The results of the model suitability test can be seen in Table 4.

Table 4. Model fit test results

The Goodness of Fit Index	Result	Decision
Adjusted Goodness of Fit (AFGI)	0.823	Margin fit
The goodness of Fit Index (GFI)	0.868	Marginal fit
Comparative_Fit_Index (CFI)	0.932	Good fit
Tucker Lewis_Index (TLI)	0.919	Good fit
Root Mean Square Error of Approximation (RMSEA)	0.076	Good fit
Root Mean Square Residual (RMSR)	0.038	Good fit

Table 4 shows that the research model is included in the good fit criteria. Therefore, it can be continued to the next stage.

Hypotheses Testing

The hypotheses proposed in the study include the influence of organizational agility on open innovation, there is an influence between organizational agility and open innovation on business competitiveness in the food and beverage industry in Medan City. Hypothesis testing is done by looking at the critical value ratio> 1.96 and probability level < 0.05. The results of hypothesis testing can be seen in the following Table 5.

Table 5. Hypotheses Testing Result

Relationship			Stands. Estimate	SE	CR	P
Open_Innovation	<---	Organizational_Agility	0.759	0.103	8.650	000
Competitive_Advantage	<---	Organizational_Agility	0.239	0.148	2,.088	0.037
Competitive_Advantage	<---	Open_Innovation	0.454	0.131	3..824	000
The Mediation Hypothesis Testing						
Organizational Agility through Open Innovation on Competitive Advantage			T-value: 3.136 P-value: 0.001		Decision Significant	

The first hypothesis is that organizational agility positively and significantly influences open innovation in the culinary SMEs in Medan. The results showed that the Critical Ratio value was 8.650 > 1.96 and the probability significance value was 0.000 (0.000 < 0.05). Hence, the finding informed that there was a strong relationship between organizational agility on open innovation. Means, the increasing of the value of organizational agility, it will be followed by an increasing of open innovation. The second hypothesis found that organizational agility influenced SMEs' competitive advantage significantly in

culinary sector in Medan. The results showed that the Critical Ratio value was 2.088 > 1.96 and the probability significance value was 0.037 (0.037 < 0.05). Thus, it can be informed organizational agility of the SMEs can enhance the competitive advantage of culinary SMEs in Medan positively and significantly. The increasing in the value of organizational agility will be followed by an increase in business competitive advantage.

The finding of the third hypothesis found that open innovation effect the SMEs' competitive advantage in culinary SMEs in Medan positively and significantly. The results showed that the Critical Ratio value was 3.824 > 1.96 and the probability significance value was 0.000 (0.000 < 0.05). Hence, the finding informed that the implementation of open innovation in the firm, it will improve the competitive advantage of culinary SMEs in Medan. Means, the increasing in the value of organizational agility will be followed by an increasing in business competitive advantage. The results of the fourth hypothesis show that open innovation implementation can mediates the relationship between organizational agility and the competitive advantage of culinary SMEs in Medan. We can see from the t value of 3.136 and the significance value of 0.001 (0.001 < 0.05). Thus, it can be concluded that the role of open innovation as a mediation variable in this research model that forms the strong relationship between SMEs' organizational agility and competitive advantage.

Discussion

This present study examines the affect of organizational agility and open innovation on competitive advantage in the culinary industry in Medan City. The culinary industry in Indonesia as sub-industries of the food and beverage industry. The business competition is getting tougher, making the firms have to develop strategies that can maintain competitive advantage. The strategy can be done by the SMEs by increasing organizational agility and open innovation implementation. The culinary industry is growing rapidly and can enhance the economic growth in Indonesia. The business in this sector must be able to maintain their business competitiveness so that they continue to grow and develop business competition continues to grow, so companies need to think about ways to continue to survive, one of which is by implementing various forms of company innovation (Clauss et al., 2021). First, the examination of the effect of organizational agility and open innovation on competitive advantage in the culinary industry in Medan. The results of this study inform that organizational agility effect the open innovation of the culinary industry. It shows that increasing organizational agility will also increase the company's capacity to do innovation. Conversely, the lower the organizational agility, the lower the company's capacity to do innovation, in this case, open innovation in the culinary sector. The research results are relevant to the previous research found that there is an effect between organizational agility on open innovation (Puriwat & Tripopsakul, 2021). Open Innovation for companies has become a widely recognized and applied concept. Implementing open innovation can accelerate and improve organizational innovation processes and the commercialization of their innovations (Puriwat & Tripopsakul, 2021).

The next hypothesis is that organizational agility variable has a positive and significant effect on the competitive advantage of the culinary industry in the city of Medan. The results of hypothesis testing inform that culinary industry's organization agility can increase the competitive advantage of the culinary industry in the city of Medan. This means that if organizational agility increases, the competitive advantage of the business will also increase. The findings are in accordance with the findings of previous research shows the effect of organizational agility on competitive advantage (El-Nsour, 2021). In line with the results of similar research that organizational agility can have an influence on the competitiveness of the company (Harsch & Festing, 2020).

Furthermore, proving the hypothesis between open innovation and business competitive advantage shows a positive influence. This means that the higher the application of open innovation, the more competitive advantage of the food and beverage industry will be. Innovation is one of the keys to achieving company success (Mengual-Recuerda et al., 2021). Also added other research product innovation is one of the factors that support business competitiveness (Chen et al., 2015). This shows that innovation has a very important role for business success. An increasingly dynamic environment, and increasingly competitive advantage, especially in the culinary industry, makes companies more innovate, including open innovation. According to one of the reasons companies to open innovation is to increase the market and reduce internal costs (Moellers et al., 2020). In addition, open innovation allows companies to gain skills and technology from corporate partners (Saebi & Foss, 2015). Then, based on the examination of the direct and indirect influence, it was known that the organizational agility's direct effect has a lower effect than the indirect effect of organizational agility through open innovation on business competitive advantage. Thus, it can be explained that open innovation has a role as a mediation that forms the influence of organizational agility on competitive advantage. The findings are in line with the results of

research conducted by found that open innovation mediates the effect of organizational agility on innovation performance (Cepeda & Arias-Pérez, 2019). This shows that open innovation has a very important role. To increase competitive advantage, it is necessary to increase the open innovation strategy.

4. CONCLUSION

This study intends to examine the effect of organizational agility and open innovation on the competitiveness of small and medium enterprises in the culinary sector in Medan City. The results of the study prove that organizational agility and open innovation play an important role in increasing the competitiveness of SMEs businesses in the culinary industry sector in Medan City. Organizational agility and open innovation have proven to have a positive and significant impact on the competitiveness of the MSME business in the culinary industry sector. In addition, this study also found that open innovation is influenced by organizational agility. The mediating role of open innovation which forms the influence of organizational agility on the business competitiveness of SMEs in the culinary industry sector has a positive and significant role. To improve and maintain a competitive advantage in the culinary industry in Medan City, we suggest improving open innovation. The business progress and competitiveness are increasing. Therefore, the business owner should be strengthening internal resources, and also be more open to cooperating with other business actors. Increasing open innovation can be done by increasing organizational agility in the culinary industry in Medan City. Suggestions for future research, further researchers can conduct research by adding variables and expanding the object of research.

5. REFERENCES

Agustina, I., Sumarwan, U., & Kirbrandoko, K. (2017). Consumer Preferences and Segmentation Analysis of Bogor Culinary Tourism. *Journal of Consumer Sciences*, *2*(1), 13. https://doi.org/10.29244/jcs.2.1.13-24.

Aleksić, D., Rangus, K., & Gomezel, A. S. (2021). Microfoundations of SME open innovation: the role of help, knowledge sharing and hiding. *European Journal of Innovation Management*, *25*(6), 178–203. https://doi.org/10.1108/EJIM-10-2020-0411.

Bianchi, M., Croce, A., Dell'Era, C., Di Benedetto, C. A., & Frattini, F. (2016). Organizing for Inbound Open Innovation: How External Consultants and a Dedicated R&D Unit Influence Product Innovation Performance. *Journal of Product Innovation Management*, *33*(4), 492–510. https://doi.org/10.1111/jpim.12302.

Bigliardi, B., Ferraro, G., Filippelli, S., & Galati, F. (2020). The influence of open innovation on firm performance. *International Journal of Engineering Business Management*, *12*, 1–14. https://doi.org/10.1177/1847979020969545.

Bungara, A. A. (2018). The Influence of Organization Capabilities and Entreprenuership To Competitive Advantage in Goodness of Taste and the Implication To Business Performance in Sme Restaurants, Semarang. *Jurnal Bisnis Strategi*, *27*(1), 21. https://doi.org/10.14710/jbs.27.1.21-31.

Cepeda, J., & Arias-Pérez, J. (2019). Information technology capabilities and organizational agility: The mediating effects of open innovation capabilities. *Multinational Business Review*, *27*(2), 198–216. https://doi.org/10.1108/MBR-11-2017-0088.

Chen, Y., Wang, Y., Nevo, S., Benitez-Amado, J., & Kou, G. (2015). IT capabilities and product innovation performance: The roles of corporate entrepreneurship and competitive intensity. *Information & Management*, *52*(6), 643–657.

Clauss, T., Kraus, S., Kallinger, F. L., Bican, P. M., Brem, A., & Kailer, N. (2021). Organizational ambidexterity and competitive advantage: The role of strategic agility in the exploration-exploitation paradox. *Journal of Innovation and Knowledge*, *6*(4), 203–213. https://doi.org/10.1016/J.JIK.2020.07.003.

El-Nsour, J. A. (2021). Investigating the impact of organizational agility on the competitive advantage. *Journal of Governance and Regulation*, *10*(1), 153–157. https://doi.org/10.22495/JGRV10I1ART14.

Goncalves, D. (2022). *Organizational Agility and Digital Innovation Capability in Automotive Startups*. Halmstad University Press.

Hair, J. F. H., Hult, G. T., Ringle, C. M., & Sarstedt. (2017). *A Primer on Partial Least Squares Structural Equation Modelling (PLS-SEM)*. Sage Publications.

Harsch, K., & Festing, M. (2020). Dynamic talent management capabilities and organizational agility—A qualitative exploration. *Human Resource Management*, *59*(1), 43–61. https://doi.org/10.1002/hrm.21972.

Inrawan, A., Silitonga, H. P., Halim, F., Sudirman, A., & Lie, D. (2021). Impact of Adoption of Financial Standards And Innovations on SME Business Performance: The Role of Competitive Advantage As a Mediation. *Jurnal Ilmu Keuangan Dan Perbankan (JIKA)*, *11*(1), 80–93. https://doi.org/10.34010/JIKA.V11I1.5757.

Leguina, A. (2015). A primer on partial least squares structural equation modeling (PLS-SEM). *International Journal of Research & Method in Education*, *38*(2), 220–221. https://doi.org/10.1080/1743727X.2015.1005806.

Martinez, M. G. (2014). Co-creation of Value by Open Innovation: Unlocking New Sources of Competitive Advantage. *Agribusiness*, *30*(2), 132–147. https://doi.org/10.1002/AGR.21347.

Mengual-Recuerda, A., Tur-Viñes, V., Juárez-Varón, D., & Alarcón-Valero, F. (2021). Emotional Impact of Dishes versus Wines on Restaurant Diners: From Haute Cuisine Open Innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, *7*(1), 96. https://doi.org/10.3390/JOITMC7010096.

Moellers, T., Visini, C., & Haldimann, M. (2020). Complementing open innovation in multi-business firms: practices for promoting knowledge flows across internal units. *R&D Management*, *50*(1), 96–115. https://doi.org/10.1111/radm.12343.

Muchtar, Y. C., Absah, Y., Sembiring, B. K. F., & Qamariah, I. (2017). Generating competitive advantage strategy through entrepreneurial marketing for SMEs in culinary sector in Medan, Indonesia. *International Journal of Applied Business and Economic Research*, *15*(25), 279–288.

Muizu, W. O. Z. (2016). Competency Development of Culinary Creative Industries. *Academy of Strategic Management Journal*, *15*, 150–154.

Nasution, N. R., Siregar, Z. M. E., & Pristiyono, P. (2021). The Effect of Job Autonomy on Employee Innovative Behavior : The Role of Job Satisfaction as Intervening Variable. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, *4*(2), 2846–2853. https://doi.org/10.33258/birci.v4i2.1994.

Ottemoesoe, R. S. D., Lovely, L., & Devie, D. (2021). *Information Technology Capabilities, Organizational Agility, and Competitive Advantage: A Study of Micro, Small, and Medium Enterprises in Indonesia*. Petra International Journal of Business Studies. https://doi.org/10.9744/ijbs.4.2.131-141.

Pellizzoni, E., Trabucchi, D., & Buganza, T. (2019). When agility meets open innovation: two approaches to manage inbound projects. *Creativity and Innovation Management*, *28*(4), 464–476. https://doi.org/10.1111/caim.12337.

Pertiwi, I. W., & Kartika, L. (2021). Strategic Entrepreneurship Model in Bogor City Culinary SMEs. *Indonesian Journal of Business and Entrepreneurship*, *7*(1), 1–1. https://doi.org/10.17358/ijbe.7.1.1.

Puriwat, W., & Hoonsopon, D. (2021). Cultivating product innovation performance through creativity: the impact of organizational agility and flexibility under technological turbulence. *Journal of Manufacturing Technology Management*, *33*(4), 741–762. https://doi.org/10.1108/JMTM-10-2020-0420.

Puriwat, W., & Tripopsakul, S. (2021). Exploring Factors Influencing Open Innovation Adoption in SMEs: The Evidence from Emerging Markets. *Emerging Science Journal*, *5*(4), 533–544. https://doi.org/10.28991/ESJ-2021-01295.

Saebi, T., & Foss, N. J. (2015). Business models for open innovation: Matching heterogeneous open innovation strategies with business model dimensions. *European Management Journal*, *33*(3), 201–213. https://doi.org/10.1016/j.emj.2014.11.002.

Sigalas, C., Economou, V. P., & Georgopoulos, N. B. (2013). Developing a measure of competitive advantage. *Journal of Strategy and Management*, *6*(4), 320–342. https://doi.org/10.1108/JSMA-03-2013-0015.

Siregar, F. M., Siregar, Z. M. E., & Pitriyani, P. (2021). The Influence of Entrepreneurial Competence, Motivation and Innovation on SMEs Performance. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, *4*(3), 3926–3932. https://doi.org/10.33258/birci.v4i3.2160.

Siregar, Z. M. E., Suryana, E. A., Ahman, E., & Senen, S. H. (2019). Does knowledge management enhance innovation: A literature review. *International Journal of Scientific & Technology Research*, *8*(9), 1991–1994.

Siregar, Z. M. E., Suryana, E. A., & Senen, S. H. (2019). Factors influencing innovative work behavior: An individual factors perspective. *International Journal of Scientific and Technology Research*, *8*(9), 324–327.

Organizational Agility, Open Innovation, and Business Competitive Advantage: Evidence from Culinary SMEs in Indonesia

ORIGINALITY REPORT

6%	6%	3%	1%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	www.emerald.com Internet Source	1%
2	Oumaima mechraoui, Hilmi Jelleli, Feten Fekih-Romdhane, Mahmoud Rebhi et al. "The relationship between nomophobia and psychological distress in Tunisian students: The moderating effect of physical activity", Research Square Platform LLC, 2023 Publication	1%
3	www.coursehero.com Internet Source	<1%
4	pep.edc.polyu.edu.hk Internet Source	<1%
5	text-id.123dok.com Internet Source	<1%
6	www.fivezerojournal.com Internet Source	<1%

7	Submitted to Queen Mary and Westfield College Student Paper	<1%
8	jurnal.ugm.ac.id Internet Source	<1%
9	kbj.kasbit.edu.pk Internet Source	<1%
10	lontar.ui.ac.id Internet Source	<1%
11	onlinelibrary.wiley.com Internet Source	<1%
12	orbi.uliege.be Internet Source	<1%
13	plosjournal.deepdyve.com Internet Source	<1%
14	repositorio.iscte-iul.pt Internet Source	<1%
15	repository.uki.ac.id Internet Source	<1%
16	repository.unja.ac.id Internet Source	<1%
17	www.kuim.edu.my Internet Source	<1%

18	Hanny Juwitasary, Christian Christian, Edi Purnomo Putra, Hilman Baskara, Mohammad Wildan Firdaus. "The Effect of E-Service Quality on Customer Satisfaction and Loyalty (Case Study at E-Marketplace XYZ in Indonesia)", Advances in Science, Technology and Engineering Systems Journal, 2020 Publication	<1%
19	Ganli Liao, Yi Li, Qichao Zhang, Miaomiao Li. "Effects of Social Media Usage on Job Crafting for Female Employees during the COVID-19 Pandemic: Evidence from China", Sustainability, 2022 Publication	<1%

Exclude quotes	Off	Exclude matches	< 5 words
Exclude bibliography	On		