

THE INFLUENCE OF STRATEGIC AGILITY ON COMPETITIVE ADVANTAGE WITH ORGANIZATIONAL AMBIDEXTERITY AS MEDIATION AT MSME'S IN BANDAR LAMPUNG

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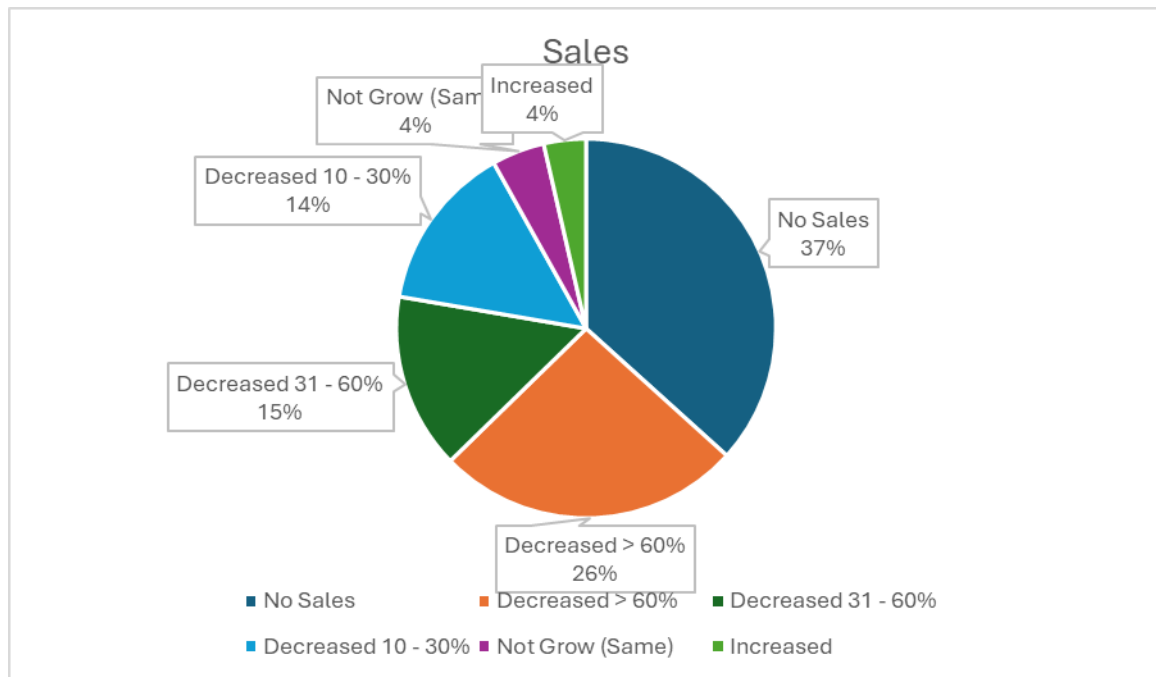
Abstract: Changes in economic behavior can be an obstacle for MSMEs, because there are still many MSMEs that are not ready for the changes that are occurring. In fact, the changes that often occur in the economic world can actually be used as a success factor for competitive advantage, if the company is able to take the right steps and strategies in a short time. This research aims to show strategies that can be used to increase the competitive advantage of MSMEs by involving strategic agility and through organizational ambidexterity as mediating variables. The population of this research is MSMEs in the culinary sector in Bandar Lampung City, namely 1,162 MSMEs. The total sample was 298 respondents obtained using the Slovin method. The analysis method uses a structural equation model (SEM) approach with the SmartPLS application. The research results show that strategic agility can have a positive and significant effect on competitive advantage. Strategic agility has a positive and significant effect on organizational ambidexterity. Organizational ambidexterity can have a positive and significant effect on competitive advantage. And organizational ambidexterity is able to mediate the influence of strategic agility on competitive advantage. Apart from that, MSMEs must be run in accordance with Islamic business ethics.

Keywords: Strategic Agility, Competitive Advantage, Organizational Ambidexterity

INTRODUCTION

Economic crises can occur at any time with different causes (Maulidia et al., 2023). The necessity of social distancing due to the emergence of the Covid-19 outbreak has changed consumer behavior habits, which has a great impact on business actors (Abdullah & Suliyanthini, 2021; Refachlis et al., 2021). This is in accordance with the data released by Databoks, (2020), where there is a significant change in consumer habits, many consumers have switched from physical stores to online stores which the percentage reaches 45%. In this case, business actors or MSMEs must have the ability to adjust their resources to market behavior and interests in order to survive and remain superior among the increasing number of competitors (Lee & Falahat, 2019). Changes that often occur in the economic world can actually be used as a new business opportunity if the company is able to take the right steps and strategies in a short time.

Figure 1. Decline in Sales of the MSME Sector During the Pandemic



Source: Databoks 2020

From the *Covid-19* pandemic, it can be seen that an unexpected event is able to have a big impact on the economic world (Sadiyah, 2021). There are so many MSMEs that have run out of capital, because they cannot adjust to the conditions that occurred at that time (Dewan Perwakilan Rakyat Republik Indonesia, 2021). Businesses that can remain on their feet and be able to compete during the Covid-19 outbreak will be able to adjust to conditions if in the process they want to use updates such as product innovation, use the latest technology, or use more efficient marketing tools such as E-Commerce (Melati, 2022). This phenomenon has made the public aware of the importance of taking steps in accordance with the conditions that occurred at that time. Given the many behaviors and habits that have changed when Covid-19 emerged, business actors, especially MSMEs, must make decisions in a relatively short time so that their businesses can run smoothly and still be able to compete in conditions that are not ideal. For this reason, business actors, especially MSMEs, must have the ability to support their business in the midst of environmental uncertainty that can occur (Ahammad et al., 2021). One of the abilities that can help MSMEs survive, in the midst of changing conditions is the implementation of strategic agility.

Strategic agility relates to the ability of an organization, including Micro, Small, and Medium Enterprises (MSMEs), to quickly and effectively adapt their strategies to sudden changes in the business environment (Ahammad et al., 2021; Clauss et al., 2019; Elali, 2021). Strategic agility is key in facing uncertainty and market dynamics, especially for MSMEs operating in a rapidly changing context (Teece, 2018). The importance of strategic agility for the success of MSMEs lies in

their ability to anticipate market changes, identify new opportunities, and adjust their business models. MSMEs that implement strategic agility have better abilities in managing risk, responding to changes in market demand, and improving their overall business performance (Ahmed et al., 2019). Meanwhile, in their efforts to gain a competitive advantage, MSMEs can use organizational ambidexterity to realize efficient management, namely by meeting business needs and adapting to environmental changes at the same time (Nurwendi & Haryadi, 2022; Yunita et al., 2023).

Organizational ambidexterity refers to the ability to effectively manage and combine two seemingly contradictory dimensions, namely exploration and exploitation. Exploration is concerned with new discoveries and innovations, while exploitation is concerned with operational efficiency and optimization of existing resources. Organizational ambidexterity itself can be the key to achieving long-term success. The importance of organizational ambidexterity for the success of MSMEs is very evident in their adaptation to changes in the market and business environment. MSMEs that successfully implement organisational ambidexterity tend to be more resilient to external changes and have the ability to create innovations that are relevant to market needs (Gibson & Rioja, 2014). Organizational ambidexterity can help MSMEs in increasing their operational flexibility, strengthening competitiveness, and creating long-term value. Therefore, organizational ambidexterity with strategic agility is very important for the sustainability of MSMEs, especially in the midst of changing conditions, so that MSMEs can survive and gain a competitive advantage.

Unfortunately, many MSMEs do not know the importance of implementing strategic agility and organizational ambidexterity, so that when market conditions are not ideal, MSMEs can experience a decrease in sales and suffer losses (Fiona & Rahmayanti, 2022). The importance of understanding and applying strategic agility can affect the success of MSMEs in the process of running their businesses (Reed, 2021). This is because there are many factors that can hinder business sustainability, if business actors do not have the ability to adapt. Given that market conditions can change suddenly, MSMEs must be prepared for the possibilities by finding out an understanding of appropriate strategies in various conditions. This must be done so that the failure of MSMEs that occurred during the covid-19 period will not be repeated.

Based on previous literature, there is a study that discusses the relationship between the strategic agility variable and the organizational ambidexterity variable, namely from research conducted by (Arokodare & Asikhia, 2020; Tsilionis & Wautelet, 2022; Venkatraman, 2017) those whose research has proven that strategic agility can have a positive effect on organizational ambidexterity. In addition, there is a study that discusses the relationship between the organizational ambidexterity variable to the competitive advantage variable obtained from the research conducted by (Afandi & Maha, 2020; Budiman et al., 2023; Panggabean, 2021; Sudarti et al., 2019; Yunita et al., 2023) where the test results are organizational ambidexterity can help companies achieve competitive advantage. Based on previous research, it is suspected that the organizational ambidexterity variable can

mediate the strategic agility variable against the competitive advantage variable. In line with this information, research that examines the relationship between strategic agility and competitive advantage with ambidexterity as a mediating variable has never been conducted. In fact, this research needs to be carried out in order to provide information for MSMEs, so that they can maintain their businesses even in conditions that are not ideal. In addition, the findings obtained from this study can be the basis for development research, in an effort to improve the economy by improving the quality and quantity of MSMEs. The results can also be used as a reference for MSMEs to prepare the right strategies in various market conditions. Thus, this study aims to find out what strategies can be used to achieve competitive advantage even in changing conditions.

THEORETICAL REVIEW

The Effect of Strategic Agility on Competitive Advantage

Resource-based View (RBV) theory is used in research to find out what steps companies must take to achieve optimal performance and competitive advantage (Dasuki, 2021). Wernerfelt was the first to introduce this theory, emphasizing the identification, portfolio, dissemination and development of tangible and intangible resources of a company to increase profits. In its implementation, RBV can help researchers in finding which strategic agility components are able to increase competitive advantage for companies.

Strategic agility refers to the ability of an organization or MSME to quickly adjust its strategy and tactics to changes that occur in the business environment. This ability can have a significant impact on a company's competitive advantage. By becoming more responsive to market, technology, or regulatory changes, companies can create and maintain a sustainable advantage. Strategic agility has key concepts that can be done to realize the goals of the company, such as strategic flexibility, innovation, and adaptation, as well as its impact on organizational performance in achieving competitive advantage.

Based on research conducted by Mahyar Amini, it turns out that strategic agility has a significant impact on the competitiveness of private banks in Iran (Amini & Rahmani, 2023). This is in accordance with research conducted by Emejulu Gerald which produces a 92% competitive advantage influenced by change, so that the agility of the strategy can affect the competitive advantage positively (Gerald et al., 2020). Likewise, the results of Hajar Mohammad Alhosseiny's research are in the form of findings where strategic agility can positively affect competitive advantage (Alhosseiny, 2023). Similarly, the research from Erwin Permana which produced a conclusion in the form of strategic steps cannot be separated from competitive action so that it can be concluded that strategic agility can have a significant effect on the competitive advantage (Permana et al., 2021). The research is also in line with the results of research by Noor Sancoyo where the BRImo team and the IT team need support from organizational agility in order to realize their competitive advantage (Sancoyo et al., 2023).

Based on previous research, researchers can find out that strategic agility can affect competitive advantage. This is because, the more strategic agility is utilized in a business or organization, the easier it will be to achieve competitive advantage. It is important to know that the success of implementing strategic agility in creating a competitive advantage also depends on internal and external factors, including organizational culture, leadership, and managerial capabilities. Therefore, the application of strategic agility needs to be aligned with the specific business context.

H1 : Strategic Agility Has a Positive and Significant Effect on Competitive Advantage.

The Effect of Strategic Agility on Organizational Ambidexterity

Dynamic Capability View (DCV) is a theory that supports the influence of strategic agility on an organization, emphasizing the importance of rapid adaptation to environmental changes. According to this theory, strategic agility gives organizations a competitive advantage by allowing them to respond more effectively to market and technological dynamics. The ability to identify new opportunities, plan and execute strategies quickly, and adapt to situational changes, is considered a cornerstone for long-term success. This theory explores how the ability of organizations to use strategic agility in influencing organizational ambidexterity. The role of strategic agility in influencing organizational ambidexterity, forms a solid foundation for the success of Micro, Small, and Medium Enterprises (MSMEs) in a country. Strategic agility allows organizations to quickly adapt their strategies to the changing business environment, facilitating exploration and exploitation processes that are in line with market dynamics. Strategic agility contributes positively to an organization's ability to adapt and overcome uncertainty, a key element in building organizational ambidexterity.

In the context of MSMEs themselves, it shows that MSMEs that apply strategic agility have a higher tendency to develop organisational ambidexterity, allowing them to adapt to market changes, while still running their daily operations efficiently (Audretsch et al., 2019). Thus, the integration that exists between strategic agility and organizational ambidexterity is not only a progressive step, but also an important stepping stone in increasing the competitiveness and success of MSMEs in a country.

Research conducted by Yang states that the values that exist in (Tsilionis & Wautelet, 2022) strategic agility can be used as a support in an organizational activity. This is strengthened by research conducted by Arokodare and Asikhia, the results of the research are that strategic smoothness can have a significant effect on increasing organizational ambidexterity (Arokodare & Asikhia, 2020). The same is true of the research conducted by Venkatraman whose results show that strategic agility provides the foundation for innovative planning and new discoveries needed to integrate exploration and exploitation (Venkatraman, 2017).

Based on previous research, researchers can find out that strategic agility can affect organizational ambidexterity or its dimensions. This is because, the more strategic agility is utilized in a business or organization, the superiority due to organizational agility will also be achieved.

H2 : Strategic Agility Has a Positive and Significant Effect on Organizational Ambidexterity.

The Effect of Organizational Ambidexterity on Competitive Advantage

The Resource-Based View (RBV) theory emphasizes that an organization's internal resources, such as knowledge, technology, employee skills, and assets owned, can be a source of long-term competitive advantage. In organizational ambidexterity, RBV proposes that organizations that successfully integrate exploratory and exploitative innovations can create and utilize different resources effectively. The ability to use to explore new opportunities and obtain maximum value from the potential can result in a unique combination of resources that are difficult for competitors to imitate. The application of organizational ambidexterity with the RBV approach can form a competitive advantage in two ways. First, through the development of resources that support innovation and rapid adaptation, organizations can become more responsive to environmental changes. Second, by optimizing the use of existing resources, organizations can achieve high operational efficiency.

In research conducted by those who confirm that (Budiman et al., 2023) organizational ambidexterity has a direct role in the success of a project, this can be interpreted that organizational ambidexterity can have a significant effect on competitive advantage. This is in line with research conducted by (Afandi & Maha, 2020) which the results of ambidexterity are able to positively affect the performance of MSMEs. Unlike the research conducted by (Sudarti et al., 2019) which the results of the research show that exploitation and exploration are really two contradictory things in their values and objectives, so it can be concluded that this research produces an insignificant relationship between organizational ambidexterity and competitive advantage. The research is not in line with the research conducted by (Panggabean, 2021) the results of the study, it can be concluded that organizational ambidexterity has a role in the effectiveness of the company. According to the journal written by (Yunita et al., 2023) the results of which is organizational ambidexterity which is influenced by organizational performance can have a significant effect on competitive advantage.

Based on previous research, researchers can find out that organizational ambidexterity can affect competitive advantage. This is because, the more companies utilize organizational ambidexterity or their dimensions, the competitive advantage will be achieved.

H3 : Organizational Ambidexterity Has a Positive and Significant Effect on Competitive Advantage.

The Role of Organizational Ambidexterity in Mediating the Relationship Between Strategic Agility and Competitive Advantage

Dynamic Capability View (DCV) Theory offers an in-depth understanding of how organizations can gain a competitive advantage through the development and utilization of dynamic capabilities. DCV focuses on an organization's ability to understand, change, and adapt to an ever-changing environment. This

understanding recognizes that not only resources are static, but also the ability to continuously develop and use those resources is key to achieving and maintaining a competitive advantage. DCV highlights that an organization's ability to learn from experience, change internal processes, and respond to market changes is a valuable resource. By combining exploratory and exploitative innovation, organizations can achieve organizational ambidexterity and create Competitive Advantage which is sustainable.

Organizational ambidexterity and strategic agility are two interrelated variables in increasing the competitive advantage of an organization. Ambidexterity refers to an organization's ability to simultaneously explore new innovations and exploit existing operations, while strategic agility reflects an organization's ability to quickly adapt its strategies and tactics to the changing business environment. In this case, ambidexterity can be a mediating variable that connects strategic agility with competitive advantage. Ambidexterity enables MSME organizations or business actors to effectively integrate rapid strategic agility with the development of continuous innovation, creating a solid foundation for long-term competitive advantage.

In the research conducted by (Tsilionis & Wautelet, 2022) stated that the values that exist in strategic agility can be used as a support in an organizational activity. This is strengthened by research conducted by (Arokodare & Asikhia, 2020), the results of the research are that strategic smoothness can have a significant effect on increasing organizational ambidexterity. The researcher is a study that discusses the relationship between strategic agility and organizational ambidexterity, which is a mediating variable in this study. Previous research that discusses the relationship between organizational ambidexterity and competitive advantage itself is in research conducted by (Budiman et al., 2023) those who confirm that organizational ambidexterity has a direct role in the success of a project, this can be interpreted that organizational ambidexterity can have a significant effect on competitive advantage. This is in line with research conducted by (Afandi & Maha, 2020) which the results of ambidexterity are able to positively affect the performance of MSMEs.

Based on previous research where there was a study that discussed the influence of strategic agility on organizational ambidexterity and a study that discussed the influence of organizational ambidexterity on competitive advantage, the researcher assumed that organizational ambidexterity can be a mediating variable in this study, where this variable is the connecting variable between the strategic agility variable and the competitive advantage.

H4 : Organizational Ambidexterity mediates the relationship between Strategic Agility and Competitive Advantage.

RESEARCH METHODS

This research is a quantitative research conducted from November 2023 to May 2024. The independent variable of this study is strategic agility, while the bound variable is competitive advantage, with organizational ambidexterity as the mediating variable. This study involves MSMEs in the culinary sector in Bandar Lampung City as the research population. The total population is obtained from

BPS, which is 1162 MSMEs engaged in the culinary sector and are in Bandar Lampung City. Therefore, to determine the number of samples, the researcher uses the Purposive Sampling Technique in the process of determining the sample and by using the sample formula proposed by Slovin which is as follows (Hutauruk, 2022).

$$n = \frac{N}{1 + (Ne^2)}$$

Where:

n = Sample size.

N = Population size, namely the number of MSMEs in Bandar Lampung city.

E = Sampling percentage (5%).

Based on the above equation, the calculation to determine the number of research samples is as follows:

$$\begin{aligned} n &= \frac{N}{1 + (Ne^2)} \\ n &= \frac{1162}{1 + (1162 \times 0,05^2)} \\ n &= \frac{1162}{1 + 2,905} \\ n &= \frac{1162}{3,905} \end{aligned}$$

$n = 297,567$ The number is simplified so that the result is 298

Therefore, many samples will be used in this study, namely 298 respondents. The reason the researcher uses the Slovin method is because it considers the number of population of 1162, where the population is large enough for a study that has limited time, resources, and costs, so this method is suitable for use in this study. While the significance level used is 5%, the reason is because the number of population in this study is more than 1000, so the confidence level of 95% is considered quite accurate (Hutauruk, 2022). Samples are taken using a non-probability technique, this technique is a sampling technique where each member of the population does not have the same probability to be selected as a sample. The Purposive Sampling technique was chosen so that the samples obtained for the research could be representative and in accordance with the criteria in the smooth process in the research objectives.

In this study, there are several criteria for selecting samples, which are as follows:

1. The object of the research is MSME actors in Bandar Lampung.
2. MSMEs are engaged in the culinary sector.

3. Respondents are owners or parties who run MSMEs.
4. MSMEs are still active and operational in 2024.

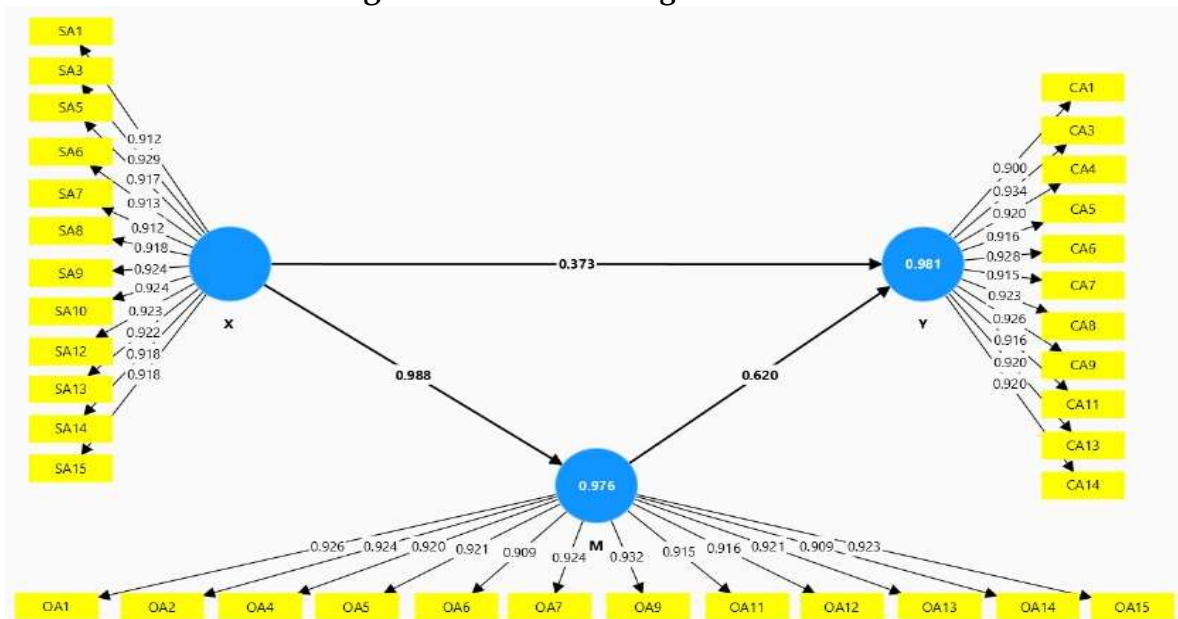
The data collection method uses a questionnaire with a Likert scale as an instrument measure. To test the data obtained from filling out the questionnaire, the researcher used SmartPLS 4 as an analysis tool, namely by conducting an outer model test to see the validity and reliability values. Validity and reliability testing, judging from the magnitude of the outer loading and composite reliability values which must be greater than 0.70, the value of cronbach alpha must also be greater than 0.70, while the AVE value must be greater than 0.50 (Ghozali & Latan, 2015). After the validity and reliability test, the researcher examined the influence of each variable, both direct and indirect influence by conducting a bootstrapping test and checking the value of the direct effect and the value of the indirect effect.

RESULTS AND DISCUSSION

Outer Model Testing

Before conducting a hypothesis test, the researcher first conducts a validity test from the data that has been collected previously. The validity test is carried out so that the researcher knows whether the instrument used is valid or not. The results of the validity test for this study can be seen from the test results convergent validity and test results Discriminant Validity which can be seen in full in Figure 2.

Figure 2. Outer Loading Test Results



Suber: primary data, 2024

Sourced from the figure above, the validity test results are said to be valid for every indicator measured on all variables because the loading factor value is more than 0.70 which is in accordance with the statement of (Ghozali & Latan, 2015). The results of the loading factor have been presented in Table 1.

From the results of the loading factor test listed in Table 1, the researcher concluded that the research could be continued, this was based on the validity test results greater than 0.70. Furthermore, in Table 2, the results of the AVE test are

presented where the value of each variable is greater than 0.50, the following values of the complete construct reliability can be seen in Table 2.

Table 1. Outer Loading Test Results

Organizational Ambidexterity	Strategic Agility	Competitive Advantage
0,926	0,912	0,900
0,924	0,929	0,934
0,920	0,917	0,920
0,921	0,913	0,916
0,909	0,912	0,928
0,924	0,918	0,915
0,932	0,924	0,923
0,915	0,924	0,926
0,916	0,923	0,916
0,921	0,922	0,920
0,909	0,918	0,920
0,923	-	-

Source: primary data, 2024

Table 2. Construct Reliability and Validity

Variable	Crombach's Alpha	Composite Reliability	Avarage Varince Extrected (AVE)
<i>Organizational Ambidexterity</i>	0,984	0,985	0,847
<i>Strategic Agility</i>	0,983	0,985	0,845
<i>Competitive Advantage</i>	0,982	0,984	0,846

Source: primary data, 2024

From the table above, the calculation results Cronbach's Alpha The variables used in this study are greater than 0.70, then the results of the calculation composite reliability In the variables used, which are greater than 0.70, the result is in accordance with the concept put forward by . When testing Ghozali & Latan (2015) Outer Model has been carried out, the next stage is to conduct a test bootstrapping Among them are tests Direct Effect and also test indirect effect.

Direct Effect Bootstrapping Testing

The reason for the bootstrapping direct effect test is so that researchers can measure the influence of strategic agility on competitive advantage directly. If after the test it is found that the value of t-statistic is greater than that of the t-table with a value of 1.960 and the p-value is less than sig. 0.05, the conclusion that can be drawn is that there is a positive and significant influence between the strategic agility

variable on the competitive advantage variable, and if the results show otherwise, then there is no influence between the strategic agility variable on the competitive advantage variable. In Table 3, the complete results of the direct effect bootstrapping test are presented.

From the data that has been presented in Table 3, from the bootstrapping direct effect test, the result is that in the first hypothesis, the value of t-statistic is 379.327 which is greater than the t-table of 1.960 and the resulting p-value is 0.000 which is less than 0.05, this means that the first hypothesis (H1) is accepted or strategic agility can have a positive and significant effect on competitive advantage. Just like the first hypothesis, the results of the second hypothesis test showed a t-statistic value of 506.103 which was smaller than the t-table which was 1.960 and the resulting p-value was 0.000 which was less than 0.05, this means that the second hypothesis (H2) was accepted or strategic agility had a positive and significant effect on organizational ambidexterity. Furthermore, the results of the third hypothesis test of the t-statistical value are 8.375 which is greater than the t-table which has a value of 1.960 and the resulting p-value is 0.000 which is less than 0.05, this means that the third hypothesis (H3) is accepted or organizational ambidexterity has a positive and significant effect on the competitive advantage.

Table 3. Direct Effect Bootstrapping Test Results

Hypothesis	Relationship Between Variables	Original Sample	T-Statistics	P-Value
H1	Strategic Agility - Competitive Advantage	0,986	379,327	0,000
H2	Strategic Agility - Organizational Ambidexterity	0,988	506,103	0,000
H3	Organizational Ambidexterity - Competitive Advantage	0,620	8,375	0,000

Source: primary data

Bootstrapping Indirect Effect Testing

The test was carried out to measure the indirect influence between the strategic agility variable on the competitive advantage variable, namely using the results of the bootstrapping indirect effect test. After testing, when the t-statistic calculation result > t-table 1.960 and the p-value calculation result < sig. 0.05, then the organizational ambidexterity variable can mediate the influence of the strategic agility variable on the competitive advantage variable. However, if the calculation results do not meet these requirements, the organizational ambidexterity variable cannot mediate the influence of the strategic agility variable on the competitive advantage variable. The following is presented in Table 4, in the form of the complete results of the bootstrapping indirect effect test.

Table 4. Bootstrapping Indirect Effect Test Results

Hypothesis	Relationship Between Variables	Original Sample	T-Statistics	P-Value
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H4	Strategic Agility – Organizational Ambidexterity – Competitive Advantage	0,613	8,398	0,000
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Source: primary data

From the data that has been presented in Table 4, from the bootstrapping indirect effect test, the result is that in the fourth hypothesis, the value of t-statistic is 8.398 which is greater than the t-table of 1.960 and the resulting p-value is 0.000 which is less than 0.05, this means that the fourth hypothesis (H4) is accepted or organizational ambidexterity able to mediate the influence of strategic agility on competitive advantage.

The Effect of Strategic Agility on Competitive Advantage

The results of the study showed that H1 was accepted, which means Strategic Agility can affect Competitive Advantage positively and significantly. The high index value in the indicators of Strategic Agility and Competitive Advantage is evidence of the depiction of H1 acceptance. The indicators of strategy agility in question are Core capabilities, clarity of vision, selecting strategic targets, shared responsibilities, and taking actions, which turned out to be a success factor in competitive advantage. The more agile business actors are in dealing with changes in economic behavior, the easier it will be to achieve competitive advantage. The results of the study are in accordance with the results of the study by (Alhosseiny, 2023; Gerald et al., 2020; Khoshnood & Nematizadeh, 2017; Permana et al., 2021; Sancoyo et al., 2023) those who stated that the agility of the strategy can affect the competitive advantage positively and significantly.

The Effect of Strategic Agility on Organizational Ambidexterity

The results of the study showed that H2 was accepted, which means Strategic Agility can affect organizational ambidexterity positively and significantly. The high index value in the indicators of Strategic Agility and organizational ambidexterity is evidence of the acceptance of the second hypothesis (H2). When business actors are able to apply strategic agility in running their business, it can be ensured that organizational ambidexterity can be carried out properly. This research is in line with the research conducted by (Arokodare & Asikhia, 2020; Tsilionis & Wautelet, 2022; Venkatraman, 2017) which explains that organizational ambidexterity can be created through the selection of the right strategy so that it can save time and money.

The Effect of Organizational Ambidexterity on Competitive Advantage

The results of the study showed that the third hypothesis (H3) was accepted, which means organizational ambidexterity can affect Competitive Advantage positively and significantly. Competitive advantage can occur because businesses have greater market potential than their business competitors, and with the application of organizational ambidexterity, business actors can more freely take advantage of all existing opportunities, so that competitive advantage will be

achieved more easily. The results of the study are supported by (Afandi & Maha, 2020; Budiman et al., 2023; Yunita et al., 2023) the research conducted which explains that organizational ambidexterity has a positive effect on competitive advantage.

The Effect of Strategic Agility on Competitive Advantage Through Organizational Ambidexterity

The results of this study show that the fourth hypothesis (H4) is accepted, meaning that organizational ambidexterity is able to mediate the influence of strategic agility on competitive advantage. Based on the results of the calculations carried out, the VAF value obtained is 62.15%, the magnitude of this value means that the relationship between the influence of strategic agility on competitive advantage through organizational ambidexterity is partial mediation. This research is supported by (Tsilionis & Wautelet, 2022) the opinion of those who state that the values that exist in strategic agility can be used as a support in an organizational activity, so that organizational ambidexterity can be achieved. In addition, from research conducted by (Budiman et al., 2023) those who confirm that organizational ambidexterity has a direct role in the success of a project, this can be interpreted that organizational ambidexterity can have a significant effect on competitive advantage. These two studies can strengthen the results of the research, where organizational ambidexterity can mediate strategic agility against competitive advantage positively and significantly.

Islamic Business Ethics Views on Competitive Advantage Influenced by Strategic Agility and Organizational Ambidexterity

The principles of Islamic business ethics will help MSMEs achieve competitive advantage without putting aside Islamic values. In its application, Islamic business ethics can be the reason for the success of a person's business if the provisions or principles in Islamic business ethics can be met. These principles are in the form of basic human nature that is able to underpin the success of a person. As explained by the words of Allah SWT in QS Hud [11] : 85 (Anita, 2022)

وَيَقُومُوا أَوْفُوا الْمِكْيَالَ وَالْمِيزَانَ بِالْقِسْطِ وَلَا تَبْخَسُوا النَّاسَ أَشْيَاءَهُمْ وَلَا تَعْثَوْا فِي الْأَرْضِ مُفْسِدِينَ

Which means: "O my people, fill the measurements and scales fairly! Do not harm people to their rights and do not do evil on earth by being a destroyer!" (QS Hud [11] : 85)

Based on the above paragraph, to achieve competitive advantage, the steps or strategies used must be based on the principle of justice, and must not use strategies that can harm others. In Islam, economic activities must be based on good values and follow good business ethics, this is because Islam prohibits every Muslim from doing evil and doing damage. Therefore, the application of business ethics is very necessary in achieving competitive advantage so that good values can be maintained. The following are the principles of Islamic business ethics that can be applied by MSMEs: (Anita, 2022) (Srihiang et al., 2022)

1. Shiddiq, honesty is important so that MSMEs can gain trust from customers. MSMEs must always uphold honesty by not vilifying the efforts of competitors and not covering up the weaknesses or defects of their own products.
2. Amanah, one of the keys to the success of MSMEs is the emergence of trust between MSME owners and consumers. For this reason, MSME owners can foster consumer trust by having an attitude of responsibility, fulfilling agreements, and trying their best so that consumers do not feel disappointed.
3. Fathonah, MSME owners must be able to communicate well in order to attract consumer interest. In addition, MSME owners must also be smart in taking advantage of opportunities, be able to set good strategies, implement good promotion methods, and be able to prioritize the principle of goodness.
4. Tabligh, meaning conveying, means that MSME owners should not cover up the quality of the products offered and always convey product shortcomings well.

CONCLUSION

From this study, researchers found that strategic agility can have a positive and significant effect on competitive advantage. Strategic agility has a positive and significant effect on organizational ambidexterity. Organizational ambidexterity can have a positive and significant effect on competitive advantage. And organizational ambidexterity is able to mediate the influence of strategic agility on competitive advantage. In addition to the positive influence of strategic agility and organizational ambidexterity, competitive advantage will be easier to achieve if in its implementation, accompanied by applying Islamic business ethics.

This research focuses on MSMEs in the culinary sector in Bandar Lampung City. By conducting this research, researchers obtained results that can then be used as a source to improve the previously existing theory. With these results, it is hoped that MSMEs, especially those engaged in the culinary sector, can use this research as a reference material. In addition, the results of the research can also be used as a reference in realizing competitive advantage by using Strategic Agility directly or through organizational ambidexterity.

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