



Networking capabilities and digital adoption of business agility with Business model innovation as a mediating variable

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ABSTRACT In business, agility is a method that places projects on a smaller scale and engages team members through constant collaboration and continuous iteration. Thus, it needs to find the factors affecting business agility. This study aims to determine the influence of networking capabilities and digital adoption on business agility with the variable business model innovation as a mediation variable using quantitative method. The results show that all variables have significant and positive effect of business agility. It is concluded that networking capabilities, digital adoption, and business model innovation can escalate business agility

KEYWORDS: Business agility, networking capabilities, digital adoption, business model innovation

1. INTRODUCTION

In the business world, agility is a method that places projects on a smaller scale and engages team members through constant collaboration and continuous iteration. This method offers an iterative and gradual approach, so it does not work sequentially and creates a product at the end of the project (Xie et al., 2022). Observing the current work environment, the need to have resources becomes very important, especially for workers in a company. The development of technology in this time has influenced

the dynamics of business and small businesses to be so volatile. Therefore, it is not surprising that the flexibility of workers and leaders in facing change is an important component in maintaining the sustainability of a company. This also has an impact on the Micro, Small, and Medium Enterprises (MSME)/Usaha Mikro Kecil dan Menengah (UMKM) sector. In order to maintain productivity and maintain their income, UMKMs are competing to take advantage of digital platforms. Coordinating Minister for Economic Affairs Airlangga Hartarto noted

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that there are around 301,115 Micro, Small, and Medium Enterprises that switch digital platforms (Cepeda & Arias-Pérez, 2019).

The agile process certainly reiterates the importance of the role of agility, especially during this pandemic. Agility is an important aspect that encourages individuals to be able to quickly adjust to changes and existing situations. Unfortunately, in Indonesia, agility is actually a concept that has not been noticed for a long time. In fact, looking at the description of competencies that are a component of agility will be useful for the HR team in managing employee potential, especially in the current fluctuating business era.

In addition to business agility, business models are useful in modern business environments because they allow organizations to understand the value of future organizations and how companies in general operate (Orvos, 2019). The definition of the entire business model can be explained, for example, capturing the functioning of the company way and creating value and providing value to customers and converting customer responses into profits (Bouwman et al., 2018). The application of business model innovations is expected to be able to be better useful by collecting creative ideas to be processed which then the ideas become informative innovations that are able to be implemented on innovation projects in a way effective and efficient.

One of the factors that affect business agility is the company's network capability or ability to develop and establish cooperation with other companies to benefit from the cooperation. The advantage obtained from having network capability is the ease of obtaining information related to resources, markets and the latest technology that can be used to support company performance (Gulati, R., N. Nohria, 2000; H. Wang & Fang, 2021). This capability is important for the company's long-term success and viability (Parida et al., 2016, 2017). Previous research conducted by (Majid et al., 2019; Z. Wang & Kim, 2017) resulted in the conclusion that network capability effectively affects the level of business agility.

In addition to network capability, the next factor that affects business agility is digital adoption. It is undeniable that by applying technology in every field of business, it can improve the company's performance. So many conveniences can be achieved in various aspects of the business. Digital adoption can meet the information needs of the business world quickly, precisely, accurately and relevantly.

In addition, Digital adoption also has an important role for companies in their competitive advantage strategy. Digital adoption will affect almost all aspects of 2 business management and can provide added value if managed properly and designed into an effective information system. (Karvonen et al., 2018) states that the behavioral aspect in the adoption of information technology is an important thing to pay attention to because the interaction between users and computers is the result of the influence of perceptions, attitudes, affections as aspects of behavior that exist in individuals as users.

Therefore, based on the explanations presented above, researchers are interested in conducting research on how networking capabilities and digital adoption affect business agility with the Business model innovation as a mediation variable. The latest in this study is the addition of business agility variables and network capabilities based on suggestions from previous research conducted by nasution (2004), so that it becomes four variables networking capabilities, digital adoption, business agility, Business model innovation. The purpose of this study is to determine the influence of Networking capabilities and digital adoption on business agility with the variable Business model innovation as a mediation variable.

2. LITERATURE REVIEW

2.1 Network capability

Network capability is a dynamic capability that creates dependence inside and outside the organization (Battistella et al., 2017). Network capabilities allow companies to gain access to different resources, identify opportunities and respond quickly to ever-changing marketing needs (Solano et al., 2018). This variable is a company's ability to develop and utilize interactions between organizations to gain access to various resources owned by other parties (Walter et al. in Chabachib, 2020). According to Zacca et al. (2015) network capability is the company's ability to create, improve, and use internal and external organizational relationships.

In network capability there are four aspects, which are internal communication, coordination, relationship skills, partner knowledge. Coordination consists of the integration and synchronization of resources to ensure their effective utilization to achieve organization's

goals (Bengesi & Le Roux, 2014). The main essence of coordination is a situation in which various important organizational resources and activities are shared outside the boundaries of the organization, which connect different individuals and independent organizations together, thereby developing a network of mutually beneficial interactions (Walter et al. dalam Majid et al., 2019).

2.2 Digital Adoption

(Lee et al., 2021), The adoption rate is the relative speed at which innovation is adopted by members of the social system. It is generally measured as the number of individuals who adopt a new idea in a certain period, such as each year. So the adoption rate is a numerical indicator of the steepness of the adoption curve for an innovation. The perceived attributes of an innovation are one of the important explanations of the adoption rate of an innovation

According to (Ghobakhloo & Ching, 2019), the adoption of innovation is a process of social change with the presence of new discoveries that are communicated to other parties, then adopted by society or social systems. Innovation is an idea that is considered new by a person, it can be a new technology, a new way of organization, a new way of marketing agricultural products and so on. The adoption process is a process that occurs from the first time a person hears a new 16 xxx thing until the person adopts (accepts, applies, uses) the new thing.

(Parra-Sánchez et al., 2021) mentions that the nature and character of technology develops depending on one's perception of technology. Technology can be viewed as an object, as a process, as a science (as a knowledge), and as control (as a volition) (Patil et al., 2022) Technology has three domains, namely: design technology (design), production Technology (Manufacture), And Marketing Technology (Pradhan Et Al., 2020).

2.3 Business Agility

Nowaday's business is moving very fast, innovation and disruption are emerging every day. If organizations do not implement agile methods, then they can lose their advantage and be no longer relevant. Agility itself, is the ability to think and understand the situation quickly. In the business world, agility is a method that places projects on a smaller scale and engages team members through constant collaboration and continuous iteration. This method offers

a iterative and gradual approach, so it does not work sequentially and creates a product at the end of the project.

The concept of agility itself is originally a concept known in the field of information systems studies (Saputra et al., 2021). Meanwhile, in strategic management, Drucker conceived agility to explain the importance of increasing organizational flexibility and responsibility (Liao et al., 2019). The further research involved hundreds of companies and the results were published by (Liu & Yang, 2019) Since then, studies on organizational agility in strategic management have been widely carried out such as (Muna et al., 2022), (Holbeche, 2019). In the study of entrepreneurship, organizational agility itself is a form of entrepreneurial action (Attar & Abdul-Kareem, 2020).

2.4 Business model innovation

According to (Geissdoerfer et al., 2018) one of the five key success factors discussed throughout the book "Untapped: Creating Value in Underserved Markets" is adapt business model to community realities. Thus, business model innovation is one of the important keys to success. According to (Colovic, 2022), broadly speaking, business model innovation is planning and designing new ways of doing business through changes, improvements, and improvements to existing business processes, both internally and in collaboration with externals so as to create new work processes that have never been done before to increase the added value of stakeholders.

So in this study the author concludes that business model innovation is a unique, complementary way of combining increases efficiency and effectiveness where it is able to create, provide and capture value.

3. RESEARCH METHOD

Research Design

This research is included in descriptive quantitative research (Yannis & Nikolaos, 2018) states that, say that, research methods are basically scientific traits to obtain data with a specific purpose and usefulness. Methods used in the quantitative approach. According to (Quick & Hall, 2015) said that descriptive research is research that uses observations, interviews or questionnaires regarding the current state of affairs and also the subject we are researching. Through questionnaires and so

on researcher collect data to test hypothesis or answer a question. Through this descriptive research, the researcher will explain what is actually happening about the current situation that is being studied.

Research Subject

This research was conducted at culinary SMEs in Surabaya Bandung Semarang Jakarta Yogyakarta Bali. The sampling technique in this study was random sampling so that in this study a research sample of 100 Culinary SMEs in Surabaya Bandung Semarang Jakarta Yogyakarta Bali was obtained.

Data Collection

Data collection technique done is through questionnaires that are spread using google form. The google form can ease the collection of survey research.

Data Analysis

The data analysis technique in this study used Partial Least Square (PLS). PLS is a structural equation model modeling (SEM) with an approach based on variance or component-based structural equation modeling. According to (Sohaib et al., 2020), the purpose of PLS-SEM is to develop a theory or build a theory (predictive orientation). PLS is used to explain the presence or absence of relationships between latent variables (prediction). PLS is a powerful analysis method because it does not assume current data with a certain scale measurement, the number of samples is small.

4. RESULT

a. Outer Model Analysis

1) Validity Test

In order to measure the validity or validity of a questionnaire, the researcher uses The Validity Test. In this study, the validity testing is done using convergent validity and AVE. The instrument is declared valid if the AVE value > 0.05 and the outer loading value (> 0.6) .

2) Uji Reliabilitas

In this study, researchers used 2 types of reliability tests, namely the Cronbach Alpha test and the Composite Reliability Test. Cronbach Alpha measures the lowest value (lowerbound) reliability. The data is stated to be good if the data has a Cronbach alpha value and a composite reliability score of > 0.7 . Based on the calculations carried out, it was found

that all instrument items met the requirements of validity and reliability with scores that exceeded the criteria..

3) R Square

Coefficient determination (R-Square) is used in the measurement of how many endogenous variables are influenced by other variables. Based on data analysis carried out through the use of the smartPLS program, the R-Square value was obtained as stated in the following table in appendix. The score in the table explains that the business agility variable is influenced by Networking capabilities, digital adoption, and business model innovation by 49.7% while the rest is influenced by other variables that were not studied in this study. The table explains that the business model innovation variable is influenced by Networking capabilities and digital adoption, by 68.3% while the rest is influenced by other variables that were not studied in this study.

4) Hypothesis Result

This table is available in appendix. The presentation of the hypothesis results are defined in the following.

a) Effect of Business Model Innovation (Z) on Business Agility (Y)

The results of testing the business model innovation hypothesis on business agility obtained a score of $(p = 0.039)$ with a p value of 0.773 (p1.96) showing that there was no significant positive influence between the business model innovation variable on business agility. This rejects the research conducted by (Cahanar & Hamsal, 2021).

b) Effect of Networking capabilities (X1) on Business Agility (Y)

The results of testing the Networking capabilities hypothesis on business agility obtained a score $(p = 0.436)$ with p values of 0.001 (p1.96) indicating that there was a significant positive influence between variable Networking capabilities on business agility. The better the networking capabilities owned by SMEs, the better the business agility. Some of the findings that are in line with the results of this study include the findings of Moghli, & Muala (2012) that entrepreneurial networks have a significant influence on business success or performance. Then (Akintimehin et al., 2019) the findings are that partially network capability has a significant effect on business performance in fabric centers (Asad, Sharif, & Alekam, 2016) the findings explain that there is a positive influence of the three dimensions of network capability

(internal communication, partner knowledge and relational skills) on performance in small and medium-scale companies.

- c) Effect of Networking capabilities (X1) on Business Model Innovation (Z)

The results of testing the Networking capabilities hypothesis on business model innovation obtained a score ($p = 0.555$) with a p value of 0.000 (p1.96) showing that there was a significant positive influence between the networking capabilities variable on business model innovation. The better the SME's Networking capabilities, the better the SME's business model innovation will be. This is in line with the research conducted by (Mihardjo, Sasmoko, Alamsjah, & Elidjen, 2018).

- d) Effect of digital adoption (X2) on Business Agility (Y)

The results of testing the digital adoption hypothesis on business agility obtained a score ($p = 0.291$) with p values of 0.009 (p1.96) showing that there is a significant positive influence between digital adoption variables on business agility. The better the digital adoption carried out by SMEs, the better the business agility will be. This is in line with the research conducted by (Kosasi, Vedyanto, & Yuliani, 2018).

- e) Effect of digital adoption (X2) on Business Model Innovation (Z)

The results of testing the digital adoption hypothesis on business model innovation obtained a score ($p = 0.338$) with p values of 0.000 (p1.96) showing that there is a significant positive influence between the digital adoption variables on business model innovation. The better the digital adoption owned by SMEs, the better the innovation of SME business models will be. This is in line with the research conducted by (Ghezzi & Cavallo, 2020).

- f) Effect of Networking capabilities (X1) on Business Agility (Y) Mediated by Business Model Innovation (Z)

The results of testing the network capabilities hypothesis on business agility mediated by business model innovation obtained a score ($p = 0.216$) with p values of 0.009 (p1.96) showing that there was a significant positive influence between variable network capabilities on business agility mediated by business model innovation. The better the network capabilities owned by SMEs, the more it will affect business agility, this is also strengthened by the innovation of business models. This is

in line with research conducted by Mulyana and (Robert Zacca, Dayan, & Ahrens, 2015).

- g) Effect of digital adoption (X2) on Business Agility (Y) Mediated by Business Model Innovation (Z)

The results of testing the network capabilities hypothesis on business agility mediated by business model innovation obtained a score ($p = 0.213$) with p values of 0.008 (p1.96) showing that there was a significant positive influence between variable network capabilities on business agility mediated by business model innovation. The better the digital adoption carried out by SMEs, this can increase business agility, as well as the existence of business model innovation variables to strengthen digital adoption of business agility.

5. DISCUSSION

Business agility is a relatively new paradigm painted as a solution for maintaining competitive advantage during times of uncertainty and turbulence in the business environment. Quickness is about the speed with which the organization can respond to customer requests, market dynamics, and emerging technology options. This includes the time to sense relevant events, the time to interpret what is happening and assess the consequences for the organization, the time to explore options and decide on which actions to take, and the time to implement appropriate responses. Resources are about the capabilities that are available within the organization including people, technology, processes, and knowledge. Resources can be both tangible and intangible and they provide the basis for doing business and for instantiating change. Adaptability is about how well the organization responds to changing demands, threats, or opportunities. This requires the ability to learn as well as flexible processes and products that can be reconfigured without extensive additional costs. Agility is concerned with economies of scope, rather than economies of scale.

Based on the results of this research, although business agility has increased, yet it is unaffected by the business model innovation. Business model innovation / BMI that has advantages to enable companies to be adaptive to market changes. Through a production framework that relies on cooperation with SME partners is one of the keys to being flexible, if the cost structure problem can be overcome, it will make it easier for companies

to change resource allocation and form competitive prices. In addition, such business models form a unique attractive market segment. Thus, it allows the company to provide value added to the customer and will facilitate revenue streams.

In addition, the network capability possessed by entrepreneurs forms the foundation for entrepreneurial success. According to (R. Zacca et al., 2015) network capability is defined as a company's ability to initiate, develop, and utilize internal organizations as well as external inter-organizational relationships. When the network capability is increased, business agility will be able to be increased.

Broadly speaking, the use of digital technology is directed at increasing the company's business agility. According to Sri Mulyani, the ability to create and also adopt digital technology determines how an economy and a country are able to enter the global value chain system that will increase productivity. So that with good digital adoption from SMEs, it will increase their business agility.

Other than that, based on the result of this research, the existence of business model innovation can increase more the variables that affect business agility. The ability to collaborate between SMEs will continue to give birth to innovations. Changes in consumer needs and desires to satisfy themselves will spur companies to innovate continuously in order to create products that are in accordance with consumer desires. So that this can increase the business agility of SMEs.

In fact, this research also shows that business network capability is said by the ability to carry out integrated cooperation between two or more parties that is harmonious, synergistic, systematic, integrated and has the aim of establishing business potential in generating optimal profits. With good cooperation between companies, it will provide business model innovation (Cahanar & Hamsal, 2021). In addition, the diversity of insights from owners/managers in SMEs on technology adoption strategies generates different driving forces and barriers related to adopting, adapting and assimilating internet information technology in organizations. (Bleicher & Stanley, 2016) noted organizational readiness is the main reason technology adopters differ from non-adopters. A critical characteristic of technology adoption is the ability of SME executives to navigate and adapt to an environment that sets the right expectations for the benefits of technology to

organizations so it may shape business model innovations.

6. CONCLUSION

Based on research and discussion, it can be concluded that there is no significant positive influence between the variable business model innovation on business agility, there is a significant positive influence between variable Networking capabilities on business agility, there is a significant positive influence between variable Networking capabilities on business model innovation, there is a significant positive influence between digital adoption variables on business agility, there is a significant positive influence between digital adoption variables on business model innovation, there is a significant positive influence between variable network capabilities on business agility mediated by business model innovation, there is a significant positive influence between variable network capabilities towards business agility mediated business model innovation. Business agility is influenced by Networking capabilities, digital adoption, and business model innovation by 49.7%, and business model innovation is influenced by Networking capabilities and digital adoption, by 68.3%. The researchers hope that in the next study to replace variables that are not yet in the study so that this research becomes more reliable.

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