

## **Influence Capability Dynamic Capabilities and Strategic Agility to Superiority Competing in the Manufacturing Industry**

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### **Abstract**

The manufacturing industries were met with an environment constantly changing and dynamic, characterized by disruptive advances in technology, customer preferences that shifted physically and an international competitive field marked by rigorous standards. From these aspects of reality, have established the fact that it is necessary not only for a firm but also the whole society to upgrade themselves and their competitive edge. The aim of this research is to provide a detailed analysis of how dynamic capabilities and strategic flexibility affect manufacturing enterprises move forward from a superior position. Both these themes will be examined in the work one by one and also together. The methodology adopted in this research was quantitative and involved the use of questionnaires to collect relevant data. The data for this study was gathered carefully by means of a questionnaire survey of people meeting certain requirements set for our purpose. The data was analyzed using multiple linear regression techniques to test each variable's influence in turn alone and together as well. The results of study showed that dynamic capabilities have a positive and significant effect on competitive superiority. What this shows is that a company in identifying opportunities, making use of those opportunities and transforming its own resources, the degree to which it is doing this will determine the quality of its competitive strength. Strategic agility was also found to have a statistically significant positive impact on competitive superiority. This means that the company's ability to make rapid adjustments of movement or attitude in order to meet changes in the market strengthens its competitive position. When taken together, both dynamic capabilities and strategic agility have a significant impact on competitive superiority. In conclusion, the integration of organizational capacity for enhancement and strategic flexibility will be a decisive factor in maintaining the leading position over time. This study has profound practical implications, pointing out the need for manufacturing enterprises to strengthen their adaptive and responsive strategies in order to find a suitable way out of the increasingly complex, ever changing competitive environment in which they operate.

Keywords : Capability Dynamic, Agility Strategic, Superiority Compete, Industry Manufacturing.

### **Introduction**

Manufacturing industry, as a strategic sector, has made a significant contribution to the growth of the economy, the enhancement of development indicators, the creation of employment opportunities, and the enhancement of national competitiveness (Prabowo, 2024). Harahap et al. (2025) again pointed out that industry 4.0 and globalization in the current context, indirect due to rapid technological innovation and expansion of global markets as well as ever changing doubts consumers' lifestyles are leading to increasing RoI pressures on the industry ahead of today. The digital transformation of work, the advance of automation and the integration of information-driven production systems mean that companies must remake their business models if ever we are to live within our eco-systems. As a matter of fundamentals, the intensity of competition in various industries generally decides how long a company can maintain its competitive advantage. Hence manufacturing enterprises are required not only to operate efficiently in their operations but also demonstrate adaptability both inside and outside of their strategic framework (Widyaningdyah & Aryani, 2013).

Napitupulu & Supriadi (2025) claim that the fluctuating, unsure, complex and ambiguous (VUCA) nature of today's business environment has embedded the once static characteristic of competitive superiority in business with an active attribute: respect now comes from other people '

ideas! If you are not innovative, then you will be the object so spoken down to by all your peers. According to Taher (2011), taking the Resource-Based View (RBV) perspective says what resources can be exploited is where competitive superiority lies. But rather, in a fast-changing environment what is important is that these valuable resources are owned by the company itself unlike other competitors. They actually must function with an eye to remaining relevant amid market changes. How does Li explain this?" If a company doesn't have a capacity for reconfiguration, merely owning valuable resources is insufficient. Such that it can survive the vagaries of tomorrow's market," said (Basuki, 2023).

It is particularly fortunate area to investigate dynamic capabilities within this context (Wittman, 2008). Dynamic capability, televised by Munir et al. (2023), is a company's inherent ability to integrate all internal competencies and external resources in a seamless manner. This allows it to deal extraordinarily well with a turbulent and changing environment economy. Meeting point with development broadens on the earlier view, as found in Winter (2003). The sensing process of identifying fields (opportunities and dangers), seizing process in which good opportunities are taken possession of strategically, and transforming process of ensuring the sustained creation of new organizations are three essential components that must be present if these dynamic capabilities are to actually exist in operational terms. With powerful dynamic capabilities, manufacturing companies can step up the pace of product innovation, raise the efficiency with which they manufacture their products and design business strategies that not only respond to current market conditions but anticipate future trends.

Another important meter in the success of operating a company within turbulent and unpredictable environments is the ability to be strategic alluring (May, 2010). Strategic alluring according to Weber & Tarbal,( 2013) means an organization is able rapidly to renew its strategic orientation and at the same time effectively put in new resources and power in line with environmental change. Ahammad et al. (2020) added that in the field of manufacturing, being strategic alluring tends to be shown in many features such as production processes that can be flexibly adapted, decision-making that is nippy, and a capacity to manage demand fluctuations adeptly. Companies that adopt an agile approach are much more likely to stay ahead of technological disruptions and changes in consumer taste (Ofoegbu & Akanbi, 2012).

More fundamentally, a company's competitive advantage is built on the ability to create value far more than its rivals have seen. This happens through choice and implementation of differentiation strategies, insistence on cost leadership, and targeting clear user segments (Deelhart, 2009). In recent years, the output of competitive advantages has become linked to the output both of new ideas and innovative arrangements. The quality of a company's own products, the speed by which its service provision is given for customer who need their needs taken care of, and use elements from advanced technology to become part of its entire business process. This idea has been examined in detail in a

scholarly paper written by Delit & Munthes (2019). He makes clear that sustainable competitive superiority is substantially based on the organization's exploits in developing resources (Koskelaetal.,2002). In the case of today's world, when all around us are different and even more rapid changes are brought about by technological advance, the connection among dynamic capabilities, strategic exoticism and competitive superiority has grown ever closer and has naturally become an increasingly important topic of theoretical research.

A number of previous studies have shown that a firm's dynamic capabilities have a positive influence on its performance, while the intensity of innovation in organizations grows stronger and stronger (Eisenhardt & Martin, 2017). Similarly, it has been proved that strategic agility will help improve a company's flexibility in dealing with changes in the environment (Tallon & Pinsonneault, 2011). However, despite such findings, there has been some research that continues to assess these variables separately rather than giving a comprehensive account of the concurrent effects both are having on competitive superiority, particularly within the context of manufacturing industries located in developing nations.

This research gap highlights the need for an empirically integrated study of dynamic capabilities and strategic agility within a single conceptual model to explain the achievement of competitive advantage. This second integration is crucial because dynamic capabilities focus on long-term resource renewal, while strategic agility focuses on short-term response speed and flexibility. The synergy between the two is believed to create a more robust, sustainable, and competitive advantage.

Based on this description, this study aims to analyze the influence of dynamic capabilities and strategic agility on competitive advantage in the manufacturing industry, both partially and simultaneously. This research is expected to provide theoretical contributions to the development of strategic management literature, particularly regarding the integration of dynamic capabilities and strategic agility, as well as practical contributions to manufacturing company management in formulating adaptive strategies to address increasingly complex global competitive dynamics.

## **LITERATURE REVIEW**

### **Resource-Based View (RBV)**

The Resource-Based View (RBV) serves as a fundamental theoretical framework in explaining a firm's competitive advantage. Lubis (2022) argues that a company can achieve sustainable competitive advantage if it possesses resources that are valuable, rare, inimitable, and non-substitutable (VRIN). This perspective emphasizes that internal firm factors are the primary determinants of performance and competitiveness. However, in a dynamic business environment, merely owning superior resources is insufficient. Firms must also possess the ability to manage, reconfigure, and renew their resources to remain aligned with external changes. This limitation of the traditional RBV perspective has led to the development of the Dynamic Capabilities concept (Madhani, 2009).

### **Dynamic Capabilities**

Dynamic capabilities were defined by Wang and Ahmed (2007) as a firm's ability to integrate, build, and reconfigure internal and external competencies in response to rapidly changing environments. This concept highlights the importance of strategic adaptation and continuous renewal of organizational resources. Winter (2003) identifies three primary dimensions of dynamic capabilities: sensing (the ability to identify opportunities and threats), seizing (the ability to exploit opportunities through strategic decisions and investments), and transforming (the ability to renew and restructure the organization sustainably).

Barreto (2010) emphasizes that dynamic capabilities are not merely operational routines but strategic processes that enable firms to create competitive advantage in rapidly changing markets. In the manufacturing industry, dynamic capabilities are reflected in product innovation, technological mastery, and the development of adaptive supply chain networks. Thus, dynamic capabilities function as a key mechanism for maintaining organizational relevance and competitiveness.

### **Strategic Agility**

Strategic agility refers to an organization's ability to respond to environmental changes quickly, flexibly, and innovatively. Doz and Kosonen (2008) define strategic agility as a firm's capacity to continuously renew its strategic direction through strategic sensitivity, leadership unity, and resource fluidity. This concept emphasizes decision-making speed and the ability to reallocate resources in response to market dynamics.

In the manufacturing sector, strategic agility is demonstrated through production flexibility, the capability to adjust product volume and variety, and rapid responses to changes in customer demand. Clauss et al. (2019) state that agile organizations exhibit higher responsiveness to technological and market changes, enabling them to sustain performance in turbulent conditions. Therefore, strategic agility becomes a critical element in building adaptive competitive strength.

### **Competitive Advantage**

Competitive advantage refers to a firm's ability to create superior value compared to its competitors. Porter (1985) explains that competitive advantage can be achieved through cost leadership, differentiation, or focus strategies. From a resource-based perspective, competitive advantage arises from superior resources and organizational capabilities (Christensen, 2001).

Day and Wensley (1988) argue that sustainable competitive advantage is reflected in superior market performance, such as increased market share, profitability, and customer loyalty. In the manufacturing industry, indicators of competitive advantage include product innovation, cost efficiency, product quality, and distribution speed. Therefore, competitive advantage is the result of the effective integration of resources, capabilities, and strategic actions.

### **Conceptual Framework and Hypotheses**

Based on the theoretical foundations and the conceptual relationships among variables, this study develops a research framework positioning dynamic capabilities and strategic agility as independent variables influencing competitive advantage as the dependent variable.

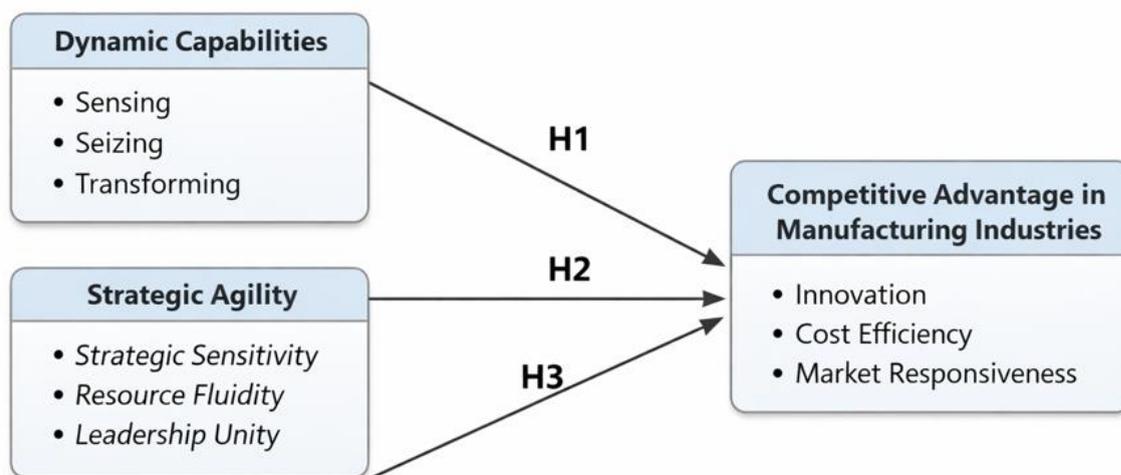


Figure 1 Framework Work Study

The hypothesis proposed in study This is as following :

H1: Capability dynamic influential positive and significant to superiority compete in the manufacturing industry.

H2: Strategic agility influential positive and significant to superiority compete in the industry manufacturing.

H3: Capability dynamic and agile strategic in a way simultaneous influential positive and significant to superiority compete in the industry manufacturing.

### Relationship between variables

In as much conceptual, capability dynamic contributed to crest engendering superlative compete on talented resource energy and transform rise action to turn extreme environment. Teece (2007) underlined such companies with the strong dynamics of capability tend to have competitive advantages more pronounced, because the ability creates innovation and transforms the enterprise in a way sustainable.

On the other hand the agility strategic enables company solution response change fast and precise. Doz & Kosonen (2010) reveal that more nimble companies can capture market opportunities and evade competitive threats. Then/reactive term short believed capable reinforce superiority compete in a sustainable way combination between capability dynamic a update-oriented length of terms and agility strategy that emphasis speed.

## METHOD

## **Research Type and Design**

This study uses a quantitative approach with an exploratory research design. The exploratory approach aims to examine the causal relationship between Dynamic Capabilities and Strategic Agility as independent variables, with Competitive Advantage as the dependent variable. The quantitative method was chosen because this study tests hypotheses oriented toward testing through statistical analysis to determine the magnitude of the influence between variables objectively and measurably.

## **Population and Sample**

The population in this study was all employees and managers of PT. The unit of analysis in this study was individuals who represent the organization's perceptions of the variables studied. The sample size for this study was 125 respondents. The sampling technique used purposive sampling with the following criteria: (1) employees or managers who have worked at the PT for at least two years. A sample size of 125 respondents was deemed adequate. Multiple linear regression analysis was used because it met the minimum requirements for multivariate analysis.

### **Data Collection Technique**

The data used in this study were primary data obtained through direct or online questionnaires distributed to respondents. The research instrument was structured based on indicator variables adapted from relevant scientific measurement literature. The variables use a five-point Likert scale, with a value range of 1 (strongly disagree) to 5 (strongly agree).

## **Operational Variable Definition**

Capability Dynamics is defined as a company's ability to integrate, build, and reconfigure internal and external resources to respond to changes in the business environment. Strategic Agility is a company's ability to adapt its strategic direction and allocate resources quickly and flexibly in response to environmental dynamics. Competitive Advantage is a company's ability to create greater and superior value compared to competitors, as reflected in its innovation capabilities, operational efficiency, and speed in responding to market needs.

## **Data Analysis Techniques**

Data analysis was conducted using multiple linear regression analysis to examine the effect of Capability Dynamics and Strategic Agility on Competitive Advantage. Prior to hypothesis testing, instrument testing was conducted, including validity and reliability tests, as well as classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. Hypotheses were tested using t-tests to determine the partial effect of each independent variable on the dependent variable, and F-tests to determine the simultaneous effect of both independent variables. The significance level used in this study was 5% ( $\alpha = 0.05$ ). Furthermore, the coefficient of determination ( $R^2$ ) was used to measure the extent of the independent variable's contribution in explaining the dependent variable.

## **Results and Discussion**

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### Validity Test

Testing validity in study This use criteria that something statement declared valid if mark r count bigger than r table. Validity test using Pearson Correlation with r table ( $n = 120$ ;  $df = 118$ ;  $\alpha = 0.05$ ) of 0.179.

**Table 1 Validity Test Results**

Variables	Item	r count	Information
Capability Dynamic	X1.1	0.612	Valid
	X1.2	0.645	Valid
	X1.3	0.701	Valid
Strategic Agility	X2.1	0.623	Valid
	X2.2	0.668	Valid
	X2.3	0.689	Valid
Superiority Compete	Y1	0.710	Valid
	Y2	0.732	Valid
	Y3	0.754	Valid

Test results show that all statement items on variables Capability Dynamic, Strategic Agility, and Excellence Compete own calculated r value  $> 0.179$  and significance  $< 0.05$ . With Thus, all instrument items declared valid and worthy used in study.

### Reliability Test

Testing reliability in study This done with use analysis Cronbach Alpha statistics through SPSS version 25 program assistance. Reliability test done use Cronbach's Alpha coefficient with criteria  $\alpha > 0.70$ .

**Table 2 Reliability Test Results**

Variables	Cronbach's Alpha	Information
Capability Dynamic	0.892	Reliable
Strategic Agility	0.874	Reliable
Superiority Compete	0.901	Reliable

All over variables own Cronbach's Alpha value  $> 0.70$  so instrument stated reliable.

### Assumption Test Classic

- Normality Test

Normality test done using the Kolmogorov-Smirnov test.

**Table 3 Results of the Kolmogorov-Smimov Test**

Information	Mark
N	120
<b>Asymp. Sig (2-tailed)</b>	0.200

The results show mark significance of 0.200 ( $> 0.05$ ), so that the residual data is normally distributed.

- Multicollinearity Test

Multicollinearity test done with see Variance Inflation Factor (VIF) and Tolerance values.

**Table 4 Multicollinearity Test**

Variables	Tolerance	VIF	Information
<b>Capability Dynamic</b>	0.612	1,634	Not occur multicollinearity
<b>Strategic Agility</b>	0.612	1,634	Not occur multicollinearity

Because the Tolerance value  $> 0.10$  and  $VIF < 10$ , then not occur multicollinearity between variables independent.

- Heteroscedasticity Test

Heteroscedasticity test done using the Glejser test.

**Table 5 Heteroscedasticity Test Results**

Variables	Sig.	Information
<b>Capability Dynamic</b>	0.438	Not occur heteroscedasticity
<b>Strategic Agility</b>	0.517	Not occur heteroscedasticity

The results show that mark significance For Capability Dynamic of 0.438 and Strategic Agility of 0.517 ( $> 0.05$ ). With so, no there is symptom heteroscedasticity in the regression model.

### Multiple Linear Regression Test

In research this, testing hypothesis done with apply analysis multiple linear regression, the processing of which assisted using the SPSS version 25.0 program.

**Table 6 Multiple Linear Regression Test**

Variables	B	Std. Error	t	Sig.
<b>(Constant)</b>	5,214	1,432	3,642	0,000
<b>Capability Dynamic</b>	0.412	0.085	4,872	0,000
<b>Strategic Agility</b>	0.356	0.084	4,215	0,000

Analysis results multiple linear regression produce equality as following :

$$Y = 5.214 + 0.412X_1 + 0.356X_2$$

The regression coefficient shows that Capability Dynamics and Strategic Agility have a positive effect on Competitive Advantage. This means that the higher the Capability Dynamics and Strategic Agility, the higher the Competitive Advantage with PT X.

### Hypothesis Testing

- t-test (Partial)

The t-test was performed for knowing the influence of each variable independent to variables dependent.

**Table 7 t-Test Results**

Variables	t	Sig.
(Constant)	3,642	0,000
Capability Dynamic	4,872	0,000
Strategic Agility	4,215	0,000

Based on table 7 above obtained mark significance  $< 0.05$ , then Capability Dynamic and Strategic Agility in a way partial influential positive and significant to Superiority Compete.

- f Test ( Simultaneous )

This F statistic test useful for test impact together from variables free to variables tied.

**Table 8 Results of f Test**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	476,214	2	238,107	52,318	0.000
Residual	531,786	117	4,545		
Total	1008,000	119			

The results of the F test show calculated F value amounting to 52,318 with significance of 0.000 ( $< 0.05$ ). This show that Capability Dynamic and Strategic Agility in a way simultaneous influential significant to Superiority Compete.

### Coefficient Test Determination (R2)

Coefficient determination (R2) is used as indicator to what extent the model is capable explain variation in variables dependent.

**Table 9 R2 Test Results**

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<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error</b>
<b>0.687</b>	0.472	0.463	2,134

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efficient value determination ( $R^2$ ) of 0.472 indicates that 47.2% of the variation Superiority Compete can explained by Capability Dynamic and Strategic Agility, whereas the rest 52.8 % is influenced by other variables that are not investigated in study This.

## **Discussion**

### **Influence Capacity Dynamic to Superiority Compete**

The research findings show that capability Dynamic has a positive and significant impact on Competing Superiority: To in PT X. Findings is interpreted in the light of research: Whether conditioning the company ability in performing sensing, seizing, and transforming works as a process adaptation not only to environmental change, but also has greater value than competitors change according to capacities or functions is under study here. As the empirical data makes clear, positive Regression coefficients prove that the taller a Dynamic Capability firm grows, the greater its competitive advantages will increasingly expand. This conclusion applies especially to products: innovating these operational-efficiency for faster time-to-market with production need meets is something one piece of equipment cannot do all by its own power alone.

In theoretical terms, the results Therefore reinforce the perspective of Dynamic Capabilities Theory, emphasize in this regard the key importance to ability reconfigure and modify Power source One carrying sustainable ability itself. Under intensive manufacturing situations where industry capital plus interconnected technologies, dynamic capabilities no just act as a mechanism for coping with Business kept on keep ing itself transacted; They also At the same time serve as a force accelerator to accelerate one's position into competitiveness. As a result, the conclusions This confer upon us is that Capability Dynamic is not only a response to change but also strategic lever for competitive superiority building sustainable, competitive.

### **The Influence of Agility Strategies on Superiority Compete**

As such, findings suggest that if a company can recognize and respond to changes in a market environment in fast, flexible manner, this will be an important factor in their competition advantage within manufacturing industry. In practical terms, responsiveness to market changes was strengthened, sources of power management were dispersed flexibly, and it quickened decision making processes of company executives. This in turn helped companies to improve innovation, product development and responsiveness to customer needs. Thus, with agility strategic targets, new goals of social responsibility can be brought into life. In conclusion, strategic agility has turned out to become a technology for modern business competition and product of the market power enjoyed by successful companies.

By way of concept research, findings This enriches the literature by showing that strategy agility no longer functions as a mere reaction to external change only but it is also an approach enabling companies to out-challenge their competitors. In an industry such as manufacturing, with a formal organizational structure and refinement of R & D processes, quick action and flexible response are the strategic differentiation that gives a competitive edge. Therefore, strategic agility can be seen as the means by which firms produce value and enhance their ability to compete in an ever-changing environment.

### **Influence Capacity Dynamic and Agile Strategies towards Superiority Compete**

Test results simultaneous show that Capability Dynamic and Strategic Agility in a way together influential positive and significant to Superiority Competing in PT X. Findings This confirm that superiority compete No only determined by ability company in update and reconfigure source power (dynamic capabilities), but also by speed as well as flexibility in respond change environment (strategic agility). In statistics, contribution second variables in explain variation superiority compete show that combination between update capability term length and response strategic term short produce effect complementary that strengthens Power competition company manufacturing.

In a way conceptual, integration This show that Capability Dynamic play a role as foundation structural that ensures company own source relevant power and competencies, while Strategic Agility functioning as mechanism accelerative that allows utilization source Power the in a way fast and precise. With Thus, the advantages compete No only sourced from ability adapt, but from synergy between update sustainability and speed strategy execution. Findings This give implications theoretical that power model competitiveness in industry manufacturing should No separate second draft said, but rather looking at him as system capability integrated that encourages creation mark superior in a way sustainable.

## **Conclusion**

So, analysis result and discussion of this research conclude that Dynamic Capability and Strategic Agility have a positive and significant effect on Competitive Superiority in PT X. Overall, dynamic capability has been shown to be able to increase competitive superiority through the ability of companies to detect opportunities (sensing), seize opportunities (seizing), as well as transform organizations (transforming). Results This capacity redefined and modernize input Energy with sustainable style becomes component strategical in progress expansion, enhanced holiness operational, alongside bolster reconciliation to economic motions. Strategic Agility is also found to be significantly positive and influential towards Superiority Competing. Behavior (but also called believable) and respond based on dynamic environment of manufacturing industry make PT X remains Power competition. Modularity and resilient ties, sensitivity to market changes, flexibility in reallocation source power, as well as speed taking decision in a faster timeframe become asset and element

important which is strengthen position competitive company. Somehow parallel, both of these can contribute greatly to enhance Compete Superiority. This is defined by term for competition company Power ability adaptation, not only long term, but in short-term competitiveness of companies depend on speed technical execution. Internal integration between the organization of update capability and agile strategy becomes a main foundation in building sustainable competitive advantage in the manufacturing industry. Research This sure company manufacturing must grow system studying adsab organizations learning firm strategies adaptive power competitive term supreme sytem long gain. Findings this are also an opportunity for advanced study with explore other variables such as technology innovation, transformational leadership and organization culture that can potential factor strengthen the model of competition excellence.

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