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SMEs as a Driver of Integrative Dynamic Capabilities towards the Three Pillars of Sustainability Performance

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Abstract:
This study aimed to explore the relationship between dynamic capabilities (internal and external integration) and sustainability performance on three pillars: environmental, social, and economic aspects of a newly established community named the "Urip Joyo" village of tempeh community, Pekalongan City, Indonesia. During the analysis, sample collection was done from the beginning to the end of the study. A random sampling technique was used in collecting the sample. This method was used to randomly select SMEs willing to be the respondents to provide information for this research. The researchers used SPSS (Statistical Package for Social Science) for Windows, using multiple linear regression analysis. The results showed that, together, the internal and external integrative dynamic abilities of SMEs had a significant effect on the three pillars of sustainability. Both abilities positively affected social, environmental, and economic performance. The results also confirmed the theory of dynamic abilities and environmental sustainability, which were the primary motivation of SME performance, considering this matter was still in pros and cons today. The study was conducted on SMEs, which became the members of a homogeneous community recently established for reviving the village of tempeh's golden age, which had gone into the past by focusing on the survival mechanism of SMEs in the middle of the economic crisis during the COVID-19 pandemic.

Keywords: integrative dynamic capabilities, sustainability performance, small and medium enterprises.

中小企业作为可持续发展绩效三大支柱的综合动态能力的驱动力

摘要：
本研究旨在探讨动态能力（内部和外部整合）与三个支柱的可持续发展绩效之间的关系：印度尼西亚北加浪岸市一个名为“乌里普乔约”的新建立社区的环境、社会和经济方面。在分析过程中，从研究开始到结束进行样本采集。在收集样本时使用了随机抽样技术。该方法用于随机选择愿意作为受访者为本研究提供信息的中小企业。研究人员使用了用于视窗的SPSS（社会科学统计软件包），使用多元线性回归分析。结果表明，中小企业的内部和外部综合动态能力对可持续发展的三大支柱有显着影响。这两种能力都对社会

、环境和经济绩效产生了积极影响。结果还证实了动态能力和环境可持续性理论，这是中小企业绩效的主要动力，考虑到这个问题今天仍然有利有弊。这项研究是针对中小企业进行的，这些中小企业成为最近建立的同质社区的成员，旨在振兴豆豉村的黄金时代，通过关注冠状病毒病期间经济危机中中小企业的生存机制，丹贝村的黄金时代已经成为过去。-19 大流行。

关键词：综合动态能力、可持续发展绩效、中小企业。

1. Introduction

The pros and cons of sustainable development have been going on for a long time, resulting in emerging threats to environmental, social, and even economic problems (Supriatna, 2018). In Indonesia, various efforts have been made to overcome these problems by related stakeholders (Saragih, 2017), such as the government in line with the primary goal of social entrepreneurship for the realization of social change in a positive/better direction by prioritizing the public/community (Sofia, 2017).

Furthermore, today's business needs to pay attention to sustainable performance through positive economic, social, and environmental achievements in long-term performance (Wahyuningsih & Mahdar, 2018). It can be seen in one potential area as a producer of traditional specialties such as "Tempeh" in Pekalongan, Indonesia, which has long gone under and now has risen again by establishing a community. Through this community, business empowerment, especially in the tempeh industry, is expected to be able to go up again through the economic potential (Parantika et al., 2020).

Frequent sustainability issues in the social, environmental, and economic fields, such as increasing prices, increasing energy, and increasing community involvement, can be significant challenges and great opportunities for small and medium enterprises (SMEs) to develop (Graafland & Smid, 2016). Concerning sustainability, there is a tendency for business actors to show their abilities, so a contribution is needed, especially for SMEs, which are the core of business development in Indonesia and have significant potential for sustainable development (Caraka, 2019). Unfortunately, there has been no particular attention to this matter until today (Graafland & Smid, 2016; Arida & Sunarta, 2017).

Sustainability management certainly involves balancing goals, which often contrast with the three pillars of sustainability: social, environmental, and economic goals (Saunders et al., 2019). However, through a few exceptions, most research has not explained how environmental, social goals, and more stable economic outcomes can be achieved in SMEs (Johnson & Schaltegger, 2016).

How SMEs can overcome problems related to resources and how to develop the enabling organizational abilities needed to simultaneously drive the three pillars of sustainability performance have also been researched previously (Eikelenboom & de Jong, 2019). However, this research is novel as it uses insights from the internal and external integrative dynamic capabilities literature to explain how SMEs are incorporated into new communities. However, SMEs which become the object of this research are businesses that have long existed, even some of them are family businesses (Rashidirad & Salimian, 2020).

The researchers proposed that the specific context of SMEs in integrative dynamic abilities was a process that allowed companies to integrate assets and resources and generate new resource configurations that were very important (Eikelenboom & de Jong, 2019). Given the current economic crisis, these dynamic capabilities could help SMEs develop holistic solutions for business sustainability (Handi & Kanty, 2019), especially SMEs in certain areas that become members of homogeneous communities. Competency often dominates in the same case with SMEs with similar products, so collaborative efforts are needed to achieve sustainability.

Practically, strict adherence to specific standards is sacrificed for something important called "integration/integrative" (Mais & Purwanto, 2019). This signifies the need for a new approach that can serve the purpose of integration by giving equal importance to all aspects of sustainability (Sumardjo & Khomsan, 2019; Banjarnahor et al., 2021).

Based on the background, research gaps, and business phenomena, it was necessary to explore research models that could improve sustainability performance through the three pillars of sustainability in SMEs, which became members of a homogeneous community, in this case, the village tempeh, which was newly established. Therefore, this research was about the effect of dynamic abilities (internal and external integration) and sustainability performance on three pillars: the new community's environmental, social, and economic aspects.

This study was critical because it discussed the sustainability literature's pros and cons regarding SMEs' ability or inability after joining newly established homogeneous communities to implement social, environmental, and economic goals (Ahadi & Kasraie, 2020). Furthermore, this research was also crucial because it determined how SMEs overcome problems of sustainability implementation by developing organizational abilities and current research progress (Johnson & Schaltegger, 2016; Budiarto et al., 2018) by revealing that, with their limited resources, SMEs can simultaneously solve problems caused by the three sustainability pillars.

In addition, the researchers proposed that these integrative dynamic capabilities would help SMEs: (1) Overcome problems in their sustainability performance

through collaborative methods among community members to reduce costs; (2) Enhance the success and market performance of their sustainability initiatives leading to improved performance in social, environmental, and economic aspects. Then, efforts to encourage the dynamics of integrative abilities, both externally and internally, by building perspectives from dynamic abilities and perceptions of sustainability become critical (Khouroh et al., 2019).

This research was in line with the theory of dynamic ability and environmental sustainability, which became the main drivers of SME performance. The researchers found a positive relationship between resource development and dynamic capabilities reconfiguration on market performance (Dangelico et al., 2017). However, no positive relationship was found between dynamic resource integration capabilities and market performance.

Concerning the alignment of a company, it also needed to be balanced with community expectations in the company's social environment on dynamic capabilities, in the form of reuse which is closely related to environmental conservation, or in other words, through PROPER, environmental performance would be assessed (Setyaningsih & Asyik, 2016). External integrative dynamic capabilities are related to processes that integrate the resources and abilities of parties outside the organization, such as suppliers and customers (Helfat & Raubitschek, 2018).

Achieving the success goals allowed SMEs to address their sustainability performance through specific means or strategies. Relationships with stakeholders that promoted sustainability were crucial (Sembiring et al., 2019). Finally, the researcher focused on dynamic capabilities that were primary efforts for SMEs, especially SMEs that have joined new communities. Collaboration between community members was needed to achieve a common goal of improving sustainability performance.

2. Literature Review

Internal integrative dynamic capabilities are related to processes that integrate individual resources and abilities within the organization (Finch et al., 2016). This process allowed SMEs to address their sustainability performance in two ways. First, this process facilitated a continuous exchange of knowledge among employees and between departments (Eikelenboom & de Jong, 2019). In contrast to the research, Eikelenboom and de Jong (2019) discussed the recent debate in the sustainability literature on the ability/inability of SMEs to incorporate social, environmental, and economic objectives. Due to this conflict between objectives and resource problems, SMEs might not be able to address all three pillars of sustainability performance simultaneously. Furthermore, the hypothesis can be formulated:

H1: Internal integrative dynamic capabilities have a significant effect on social performance.

H2: External integrative dynamic capabilities have a significant effect on social performance.

H3: Internal integrative dynamic capabilities and external integrative dynamic capabilities significantly affect social performance.

Environmental performance was defined as a mechanism of companies to voluntarily integrate their operations concerned with the environment, as in previous research that has explored the impact of dynamic capabilities on the concept of sustainability with "green innovation" (Dangelico et al., 2017) by not examining its effect on performance sustainability. Hence, it remained unclear whether or not dynamic capabilities affected sustainability.

In the research conducted by Johnson and Schaltegger (2016), the most prominent reasons explaining why sustainability management tools were not implemented in SMEs could be broken down into two categories of internal and external weaknesses. Furthermore, other efforts were also made to address the latter through environmental integration, but holistic methods for sustainability management were still limited (Nawaz & Koç, 2018).

The follow-up to Bank Indonesia Regulation Number 7/2/PBI/2005 concerning determining asset quality ratings for commercial banks by the Ministry of Environment with Bank Indonesia was signed in 2005. PROPER was held to control environmental impacts to increase the company's role in environmental conservation programs. The company's environmental performance was measured using colors, from best to worst color. It was then announced regularly to the public so that the public could find out the level of environmental management in the company by only looking at the colors available, so the hypotheses were formulated as follows:

H4: Internal integrative dynamic capabilities have a significant effect on environmental performance.

H5: External integrative dynamic capabilities have a significant effect on environmental performance.

H6: Internal integrative dynamic capabilities and external integrative dynamic capabilities significantly affect environmental performance.

The era of the market economy, which had excellent and efficient economic performance conditions and profit for the company, still needed to be accompanied by ethical quality economic performance behavior (Haholongan, 2016), which was the realization of corporate social responsibility towards a better future goal (Sanusi & Johl, 2021).

Weaven et al. (2021) suggested that both independent and franchised SMEs must be able to develop and deploy specific dynamic capabilities when there is an economic crisis. Efforts to incorporate ostensive and performative aspects into discussing dynamic capabilities promote a more comprehensive knowledge of the objectives of dynamic capabilities' deployment and the context in which they are used (Strauss et al., 2017). These dynamic capabilities allowed SMEs to tackle sustainability at a lower cost, as each SME did not need to develop all of its

sustainability knowledge from the beginning, hence the following hypothesis were formulated:

H7: Internal integrative dynamic capabilities have a significant effect on economic performance.

H8: External integrative dynamic capabilities have a significant effect on economic performance.

H9: Internal integrative dynamic capabilities and external integrative dynamic capabilities significantly affect economic performance.

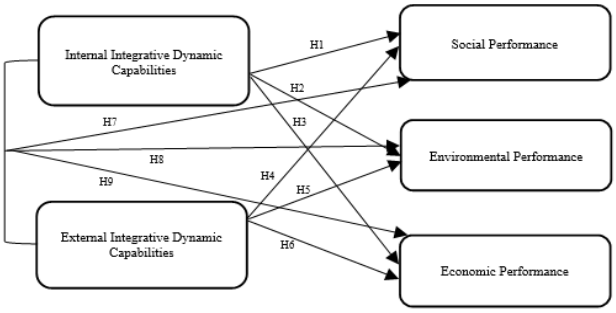

Figure 1. Measurement model

3. Methodology

This study was causal research, aiming at testing hypotheses regarding the causal relationship between one and another variables and determining the confirmatory implications of the theoretical and empirical models built based on actual conditions as phenomena and the compilation of literature used as research references. This research was conducted toward tempeh SMEs in Pekalongan. The population used in this research was 40 tempeh SMEs that became members of the Pekalongan City Community of the village. The authors selected the research sample using random sampling, where all tempeh SMEs which were members of the association were given the same opportunity to be selected as sample members.

3.1. Measures

3.1.1. Internal Integrative Dynamic Capabilities

Internal integrative dynamic capabilities in SMEs in this survey using the generic measure by den Hertog (2010), the item included: (1) Having mutual assistance between tempeh industry actors in adjusting to the work environment, (2) Helping each other among fellow tempeh industry actors in solving work-related problems, (3) Willing to help fellow tempe industry actors when needed, (4) Coordinating and communicating with fellow tempeh industry actors.

3.1.2. External Integrative Dynamic Capabilities

To measure external integrative dynamic capabilities, the scale developed by Dangelico et al. (2017), items included: (1) The consumers' willingness to maintain the sustainability of the tempeh industry; (2) The consumers' knowledge that provides solutions to maintain the sustainability of tempeh industry; (3) The suppliers' knowledge and capability to maintain the sustainability of tempeh industry; (4) The cooperation with other partners to maintain the sustainability of tempe industry.

3.1.3. Social Performance

Martinez-Conesa et al. (2017) present four social performance measures. In particular, the items were adjusted to include social performance items in our survey. The items included: (1) Conducting programs to support tempe industry groups/actors who need assistance; (2) Supporting activities in Pekalongan to maintain the hereditary culture; (3) Always considering the public interest/local community in making decisions; (4) Regarding the tempe industry as part of society and always motivates its development.

3.1.4. Environmental Performance

The items measuring environmental performance (Martinez-Conesa et al., 2017) included: 1) Energy-efficient business activities; (2) Business activities checking or reporting on the surrounding environment condition regularly; (3) Designing products and packaging using environmentally-friendly or recyclable raw materials; (4) Voluntary committing to environmental regulations; (5) Implementing programs to reduce energy consumption (such as electricity, water); (6) Designing ecological products or services.

3.1.5. Economic Performance

The economic performance was measured using an adapted version of Erdmann and Ponzoa (2021). The four-item measure of economic performance is as follows: (1) There are increased sales every month in the business that I run; (2) There is constantly increasing business capital; (3) I do marketing activities inside and outside the region; (4) There is constantly increasing profit from the business I do every month.

4. Data Analysis Technique

4.1. Descriptive Analysis

This study used data analysis to interpret and draw conclusions from the collected data. Researchers used SPSS (Statistical Package for Social Science) 22 for Windows. The research technique used multiple linear regression analysis. Multiple linear regression analysis is a parametric statistical test to determine whether two or more independent variables affect a dependent variable. There were several assumptions that the regression test must meet.

4.2. Hypothesis Test

This study was tested using multiple linear regression analysis to find a linear relationship between two or more independent variables (X) with the dependent variable (Y). This analysis predicts the value of the dependent variable if the value of the independent variable increases or decreases and determines the direction of the relationship between the independent and the dependent variables and whether each independent variable is positively or negatively

related.

Forty questionnaires were distributed to all tempeh SMEs which became members of the Tempeh Urip Joyo Community Association, Pekalongan. However, of the total population of 40, only 30 SMEs were willing to become respondents. The data collection was done by distributing questionnaires designed systematically with open and closed questions. In closed questions, there were 22 questions on the questionnaire with an answer scale referring to a Likert scale of 1-5, in which 1 meant "strongly disagree," and 5 meant "strongly agree."

Table 1. Demographic profiles of the respondents

Demographics	Categories	Frequency	Percent
Gender	Men	16	53.34
	Woman	14	46.66
Total		30	100
Educational Background	High School	11	36.67
	Junior School	12	40
	Elementary School	7	23.33
Total		30	100
Age	17-25 years	2	6.67
	26-34 years	3	10
	35-43 years	3	10
	44-52 years	15	50
	>53 years	7	23.33
Total		30	100
Long Effort	5 years	8	26.67
	6-10 years	5	16.67
	11-15 years	4	13.32
	16-20 years	5	16.67
	>20 years	8	26.67
Total		30	100

There were 30 respondents in total, with several characteristics presented in Table 1. As for the gender, there were 16 male (53.34%) and 14 female respondents (46.66%). Based on education history, 12 respondents (40%) had junior high school education as the largest number of respondents, seven people had elementary education (23.33%), and the rest had junior high school education. In other words, respondents who are owners/managers of tempeh SMEs which became members of Urip Joyo Village of Tempeh Association, Pekalongan, tend to be low educated. Half of the respondents were aged 44-52 (50%), and the rest were in other age ranges. Furthermore, the most prolonged duration of business initiated by tempeh SMEs was more than 20 years, and only eight people were in the range of 1-5 years (26.67%). Therefore, it could be concluded that there were tempeh SMEs that had experienced regeneration or just started their business after establishing the Urip Joyo Village of Tempeh Community.

5. Result and Discussion

The research resulted in data analysis through hypothesis testing (Table 2). It was found that from the nine hypotheses formulated, the results looked different. Of the nine hypotheses in this study, five were accepted, and the remaining four were rejected.

According to Hypothesis 1, integrative dynamic capabilities had a significant effect (0.003) on social performance. According to Hypothesis 2, external integrative dynamic capabilities had no significant effect (0.154) on social performance. According to Hypothesis 3, internal and external integrative dynamic capabilities had a significant effect (0.000) on social performance. Hypothesis 4 was that internal integrative dynamic capabilities had no significant effect (0.259) on environmental performance. However, the fifth hypothesis showed that external integrative dynamic capabilities had a significant effect (0.057) on environmental performance. Hypothesis 6 is that internal and external integrative dynamic capabilities had a significant effect (0.000) on social performance.

Testing Hypothesis 7 showed that the internal integrative dynamic capabilities had no significant effect (0.773) on economic performance. Testing the 8th hypothesis showed that external integrative dynamic capabilities had no significant effect (0.227) on economic performance. Furthermore, it could be seen in Hypothesis 9 that the internal and external integrative dynamic capabilities had a significant effect (0.063) on economic performance.

Table 2. The data analysis through hypothesis testing

Hypothesis	P	R^2 Value		Support	
Internal Integrative Dynamic Capabilities → Social Performance	.003	.000	.653	H1. Accepted	H3. Accepted
External Integrative Dynamic Capabilities → Social Performance	.154			H2. Accepted	
Internal Integrative Dynamic Capabilities → Environmental Performance	.259	.000	.481	H4. Rejected	H6. Accepted
External Integrative Dynamic Capabilities → Environmental Performance	.057			H5. Accepted	
Internal Integrative Dynamic Capabilities → Economic Performance	.773	.063	.185	H7. Rejected	H9. Accepted
External Integrative Dynamic Capabilities → Economic Performance	.227			H8. Rejected	

The social performance of SMEs was 0.677 or 67.7%, influenced by internal and external integrative dynamic capabilities. The internal and external integrative dynamic capabilities had a significant effect of 0.000 on social performance. Furthermore, the effectiveness of internal integrative dynamic capabilities for social performance was 0.477 or 47.7%, while that of external integrative dynamic capabilities for social performance was 0.198 or 19.8%. This means the total effectiveness of the two was 0.677 or 6.77%, in line with the R square value of 0.677.

Furthermore, the result of environmental performance was 0.481 or 48.1%. It was influenced by internal and external integrative dynamic capabilities, which together significantly affected environmental performance at 0.000. The effectiveness of the internal integrative dynamic capabilities for environmental performance was 0.170 or 170%. In comparison, the effectiveness of the external integrative dynamic capabilities was 0.311 or 31.1%, so the total effectiveness of the two was 0.481 or 4.81%, according to the value of R square.

Next, the economic performance influenced by internal and external integrative dynamic capabilities resulted in 0.185 or 0.185%. Internal and external integrative dynamic capabilities together significantly affected economic performance at 0.063. Furthermore, internal integrative dynamic capabilities contributed 0.032 or 3.2% effectiveness to economic performance, and external integrative dynamic capabilities contributed 0.153 or 15.3% effectiveness. The total contribution of the effectiveness of both was 0.185 or 1.85%, in line with the R square value of 0.185.

6. Conclusion

This systematic review has explained how environmental, social goals, and economic outcomes can be achieved in SMEs. This study has novelty due to using insights from the internal and external integrative dynamic capabilities literature to explain the dynamic capabilities of SMEs, which are members of new communities.

The findings show that the social performance of SMEs is influenced by their internal and external integrative dynamic capabilities. Together, the internal and external integrative dynamic abilities significantly affect social performance. Furthermore, the contribution of the effectiveness of the two is the largest among other performances in the three pillars of sustainability.

The results also show that environmental performance is influenced by internal and external integrative dynamic capabilities, which together have a significant effect on it. The contribution of the effectiveness of both is quite significant to environmental performance. It appears to be in the second position after the social performance in encouraging sustainability performance on the three pillars.

The findings show that internal and external integrative dynamic capabilities influence the social performance of SMEs. Together, they have a significant influence on social performance. Furthermore, the contribution of the effectiveness of the two is the largest among the performance of the other three pillars of sustainability.

Economic performance is also influenced by internal and external integrative dynamic capabilities, both of which together can significantly affect it. Furthermore, the contribution of the effectiveness of the two ranks last to support homogeneous communities to achieve sustainable performance.

This study discussed SMEs' ability or inability to become members of homogeneous communities in achieving sustainable performance. Based on the ongoing debate related to the three pillars of sustainability, our research results showed that, together, the internal and external integrative dynamic capabilities of SMEs could become the driving force for the three sustainability pillars. The results illustrated that both positively affected social, environmental, and economic performance. However, certain integrative dynamic capabilities alone had an insignificant relationship to the three pillars of sustainability, whether social, environmental, or economic performance (Teece, 2018).

SMEs continuously seek to enhance the success and market performance of the initiative. It is further said that integrative dynamic capabilities will assist SMEs in implementing sustainability consistently, adapting sustainability activities according to the changing preferences of stakeholders, and improving market performance which leads to successful sustainability initiatives (Dangelico et al., 2017). Another thing was found that the integrative dynamic ability related to the process to integrate the resources and capabilities of individuals within the organization (Eikelenboom & de Jong, 2019).

External integrative dynamic ability is related to the process that integrates the resources and capabilities of outside parties, such as suppliers and customers (Gruchmann & Seuring, 2018). This process enables SMEs to enhance sustainability performance (Siegel et al., 2019).

However, the relationship between dynamic ability and sustainability performance in SMEs remains unclear (Eikelenboom & de Jong, 2019). Jurksiene and Pundziene (2016) only found a positive relationship between dynamic capabilities and business competencies, while Khan et al. (2020) found a positive relationship between capability dynamics and green activities.

This research was in line with Eikelenboom and de Jong (2019), who found a positive relationship between external integrative dynamic capabilities and the three pillars of sustainability performance in SMEs. Furthermore, this research also confirmed the theory of dynamic capability and environmental sustainability, which were the main drivers of SME performance.

Efforts in maintaining social performance required an increase in external integrative dynamic capabilities through meeting consumer needs, where there was a change in consumer knowledge for the better. Therefore, it impacted the sustainability of tempeh entrepreneurs (Watson et al., 2018). Furthermore, it was necessary to increase the internal integrative dynamic capabilities to improve the environmental performance of collaborative activities and help fellow community members, especially in environmental preservation activities, to achieve environmental sustainability as expected (Adams et al., 2016). Internal and external integrative dynamic capabilities also need to be improved to achieve economic sustainability.

The framework developed in this research would be beneficial if there is further academic oversight, particularly on quantitative research design. Furthermore, this research's investigation focused on the survival mechanisms of SMEs during the COVID-19 pandemic that may have influenced the response of the respondent SMEs. However, the implications of this mechanism may make a difference if such research is done in the long term, so longitudinal studies of the same phenomenon are needed in the future.

In addition, it is suggested that further research should use other independent variables that can have a broader impact on reporting sustainability performance. Then, further research should include other industries so that it is expected to obtain higher-relevance results. The subsequent study can also expand the research period, increase the population and sample size, and use other methods that differ in analysis methods to increase the variety of future research results.

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Authors' Contributions

Wenti Ayu Sunarjo is in charge of conceptualization, formal analysis, supervision, validation, and methodology. Siti Nurhayati is in charge of preparing the methodology and original draft. Amalia Ilmiani is responsible for visualization, review writing, and editing.

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