Jurnal Darma Agung
Volume: 32, Nomor: 2, (2024), April: 737 - 752
https://dx.doi.org.10.46930/ojsuda.v32i2.4120
P-ISSN:0852-7296
E-ISSN:2654-3915

AMBIDEXTERITY CAPABILITIES AND HUMAN CAPITAL IN INDONESIAN TOURISM MSMEs PERFORMANCE

Imanuel Tarigan [1)], Subambang Harsono [2)], Nur Subiantoro [3)], Pandapotan Sitompul [4)]
Faculty of Economics Catholic University of Santo Thomas, Medan, Indonesia [1,4)]
Graha Kirana College of Economics, Medan, Indonesia [2,3)]
Corresponding Author:
imanueltarigan1977@gmail.com [1)], *subambang@graha_kirana.com* [2)], *subiantoronur@graha-kirana.com* [3)], *pandapotan.sitompul3064@gmail.com* [4)]

Abstrak

Usaha Mikro, Kecil dan Menengah sektor pariwisata Indonesia memiliki tingkat resiliensi yang rendah, membuat mereka tidak siap menghadapi krisis seperti pandemi COVID-19. Hal ini disebabkan oleh kurangnya sumber daya untuk penyesuaian organisasi. Para peneliti sedang mengeksplorasi peran resiliensi organisasi dan pembaharuan strategis dalam meningkatkan kinerja Usaha Mikro, Kecil dan Menengah ini. Analisis pemodelan persamaan struktural (SEM) menunjukkan hubungan positif antara kapasitas ambidexterity dan modal manusia pada pembaharuan strategis, dan pergantian strategis berdampak positif pada kinerja. Namun, resiliensi organisasi memiliki dampak kecil pada pembaharuan strategis. Faktor-faktor seperti sumber daya yang terbatas dan tidak disiapkan untuk kondisi krisis menghalangi ketahanan sektor ini.

Keywords: resiliensi organisasi, kapasitas ambidexterity, modal manusia, pembaharuan strategis, kinerja

Abstract

Indonesian tourism MSMEs have a low level of resilience, making them unprepared for crises like the COVID-19 pandemic. This is due to a lack of resources for organizational adaptability. Researchers are exploring the role of organizational resilience and strategic renewal in improving the performance of these MSMEs. Structural equation modeling (SEM) analysis shows a positive relationship between ambidexterity capability and human capital on strategic renewal, and strategic renewal positively impacts performance. However, organizational resilience has little impact on strategic renewal. Factors such as limited resources and unpreparedness for economic crisis conditions impede the resilience of these MSMEs.

Keywords: organizational resilience, ambidexterity capability, human capital, strategic renewal, performance

INTRODUCTION

Small and medium-sized enterprises (SMEs) are defined as organizations with fewer than 250 employees in most countries and are the backbone of every economy worldwide (Eggers, 2020). In America, SMEs account for 99.7% of companies that

History:
Received : 25 November 2023
Revised : 10 Januari 2024
Accepted: 29 April 2024
Published: 30 April 2024

Publisher: LPPM Universitas Darma Agung

provide jobs and create 49.2% of jobs in the private sector. SMEs drive innovation and competitiveness, accounting for 44% of US economic activity (Attaran & Woods, 2019). Small and medium-sized enterprises (SMEs) are widely regarded as the primary drivers of economic growth and employment in the global economy (Coad & Tamvada, 2012).

The global economic decline has significantly impacted the performance of micro, small, and medium enterprises (MSMEs) worldwide (Eggers, 2020). These enterprises face challenges such as financial losses, reduced sales, contractual issues, cash flow difficulties, staff reductions, and business closures (Leung, et al., 2005). However, due to their small size and low bureaucracy, SMEs have advantages in flexibility, learning ability, innovation, and customer relationships. These disruptions require resilience and emotional and psychological stress for both victims and managers (Alves et al., 2020).

Early crisis management research highlighted the threat of sudden events to business objectives, prompting management to take immediate action. The essence of crisis management is developing strategies to minimize economic losses and increase resilience (Alves et al., 2020). Recent literature highlights various crisis dimensions, including before, during, and after crises, from the perspectives of internal and external stakeholders. Organizations should understand the impact of crises on learning, social evaluation, and performance (Alves et al., 2020).

Indonesia's economy heavily relies on small and medium-sized enterprises (SMEs), with extensive studies identifying factors influencing their success, such as business strategies (Cenamor et al., 2019; Li et al., 2016). Indonesia's economy heavily relies on small and medium-sized enterprises (SMEs), with SMEs accounting for 99.99% of the total number of business actors. Microbusinesses, small businesses, medium businesses, and large businesses collectively absorb around 3.58 million people, with microbusinesses accounting for 89.2%, small businesses 4.74%, medium businesses 3.11%, and large businesses 3.58 million. Factors such as business strategies and success have been extensively studied. MSMEs in Indonesia significantly contribute to the economy, absorbing 97% of the national workforce, while large businesses only absorb 3%.

This research aims to test concepts on the impact of ambidexterity and human capital on organizational resilience in the Indonesian tourism sector. First, there are inconsistencies regarding the influence of ambidexterity and human capital simultaneously on organizational resilience. Two separate and different studies explain the influence of ambidexterity capabilities and human capital simultaneously on organizational resilience, namely ambidexterity (for example, Iborra et al., 2020) and Barasa et al. (2018).

Second, empirical research on the relationship between ambidexterity, human capital, and organizational resilience to strategic renewal reveals inconsistencies. Akgün & Keskin (2014) suggest that organizational resilience is a dynamic process for innovation. Gibson & Birkinshaw (2004) link ambidexterity to strategic renewal, and

De Winne & Sels (2010) highlight the role of human resource quality in innovation and strategic renewal.

Third, the relationship between strategic renewal and organizational performance is inconclusive. While innovation and strategic renewal can lead to superior performance, they can also negatively impact it. Research by Teixeira & Werther (2013) and Sáez-Martínez & González-Moreno (2011) suggests that cooperation and strategic renewal have less beneficial effects in low-technology-intensive sectors.

The research aims to explore the impact of ambidexterity and human capital on the performance of tourism MSMEs in Indonesia, focusing on organizational resilience and strategic renewal. The study emphasizes the importance of adapting to dynamic environmental conditions and testing these concepts with Indonesian tourism sector business actors.

RESEARCH METHODS

The study examines the influence of enhancing ambidexterity and human capital on the performance of tourism MSMEs, focusing on organizational resilience and strategic renewal. Data is collected through a questionnaire survey via Google Forms, primarily from primary survey results.

A. Ambidexterity Capabilities Influence Organizational Resilience

Ambidexterity capability refers to an organization's ability to efficiently manage its business, focusing on exploitation orientation, and adapt to environmental changes, focusing on exploration orientation (Iborra et al, 2020). This dynamic ability requires sensing, acquisition, and transformation activities (Luger, Raisch, & Schimmer, 2018) and transformation activities and is crucial in the SME sector for influencing resilience (Iborra et al, 2020).

Consistency in resource allocation indicates business direction and stability (Lubatkin, Simsek, Ling, & Veiga, 2006), which supports the hypothesis:

H1: Ambidexterity capability has a positive effect on organizational resilience

B. Human Capital Influences Organizational Resilience

Human capital is crucial for organizational resilience in a dynamic environment (Barasa et al., 2018). It includes investments in education, health, training, and migration that increase individual productivity (Christensen et al., 2020; Laroche et al., 1999). Prioritizing employee well-being improves organizational resilience (Colic-Peisker & Walker, 2003). A positive social environment where employees can share information and actively listen to their needs fosters well-being. High employee involvement increases dedication and commitment to focus on organizational needs, even during times of crisis (Augusto Felício, Couto, & Caiado, 2014). Based on the explanation above, the following hypothesis can be generated:

H2: Human capital has a positive effect on the formation of organizational resilience.

C. Organizational Resilience Influences Strategic Renewal

Strategic renewal is an entrepreneurial process involving changes in strategy and organization (Klammer, Gueldenberg, Kraus, & O'Dwyer, 2017), often involving structural restructuring and system changes (Rodríguez-Peña, 2023). It involves developing new strategies and aiming to increase or maintain competitiveness (Klammer et al., 2017). Organizations can grow in crisis conditions by combining defensive and offensive perspectives, enhancing their organizational resilience (Burnard et al., 2018; Duchek, 2020). Based on the explanation above, the following hypothesis can be generated:

H3: Organizational resilience has a positive effect on organizational strategic renewal

D. Ambedixterity Capabilities Influence Strategic Renewal

An ambidexterity strategy is based on maintaining a balance between exploration and exploitation activities (Clauss et al., 2021; Kassotaki, 2022). Organizations with ambidexterity excel by recognizing opportunities, linkages, and synergies between these activities (Clauss et al., 2021; Sidhu et al, 2007). This approach involves managing two contradictory activities that differ in time and managerial ability to produce innovation (Çelik & Uzunçarşılı, 2023; Gibson & Birkinshaw, 2004). Based on the explanation above, the following hypothesis can be generated:

H4: Ambidexterity capability has a positive effect on organizational strategic renewal

E. Human Capital Influences Strategic Renewal

Human capital significantly influences organizational innovation capabilities (Buenechea-Elberdin et al., 2023; Subramaniam & Youndt, 2005) as employees gain new knowledge, increasing the value of human capital, intellectual capital, and market value (Vidotto et al., 2017). Innovation is a function of new knowledge, and organizations with more employee human capital are more innovative (Smith et al., 2010). The quality of human resources is a source of innovation and strategic renewal (De Winne & Sels, 2010). Based on the explanation above, the following hypothesis can be generated:

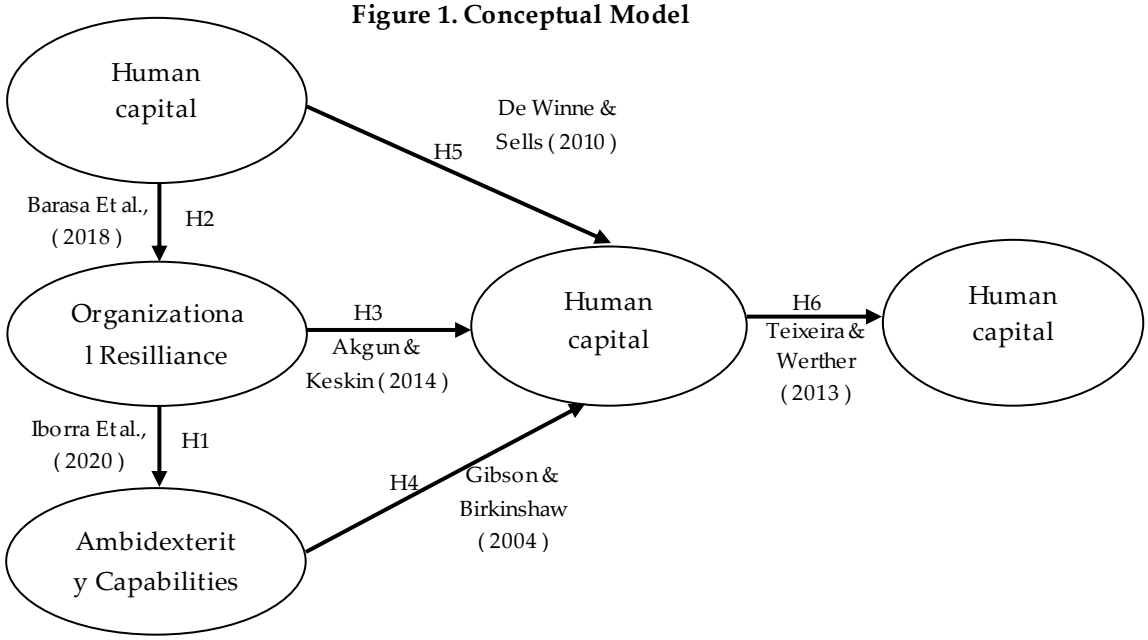
H5: Human capital has a positive effect on organizational strategic renewal.

F. Strategic Renewal Affects Performance

Strategic renewal positively impacts organizational performance, growth, and profitability (Covin & Miles, 1999; Han & Zhang, 2021), particularly in first-mover profits (Lechner & Gudmundsson, 2014; Lieberman & Montgomery, 1988). Innovation and strategic renewal help organizations stay ahead of competitors, gaining competitive advantages that lead to superior performance (Teixeira & Werther, 2013). Based on the explanation above, the following hypothesis can be generated:

H6: Organizational strategic renewal has a positive effect on organizational performance

Figure 1. Conceptual Model



G. Population, Sample and Research Analysis Unit

This research aims to increase the ambidexterity capability, human capital, and performance of tourism MSMEs in Indonesia through organizational resilience and strategic renewal. The population includes leaders or owners of SMEs in various sectors like tours, travel, restaurants, lodging, souvenirs, transportation rentals, and tourist attractions. The sample size for the SEM PLS method is 30 to 100, based on variance (Hair et al., 2011). This research uses a survey method, distributing questionnaires to measure respondents' perception of indicators explaining constructs. The questionnaires are distributed to tourism MSME owners or associations, particularly in the tourism sector, and sent to association members, ensuring a comprehensive understanding of the constructs under investigation. This research utilizes a questionnaire with six Likert scales as an instrument, adapted from previous studies on operationalizing variables, to avoid neutral responses from respondents (Lee et al., 2002; Si & Cullen, 1998). The research employs SEM analysis with partial least squares (PLS) approach, utilizing Smart PLS 3.0 software for data analysis.

RESULTS AND DISCUSSION

A. Results

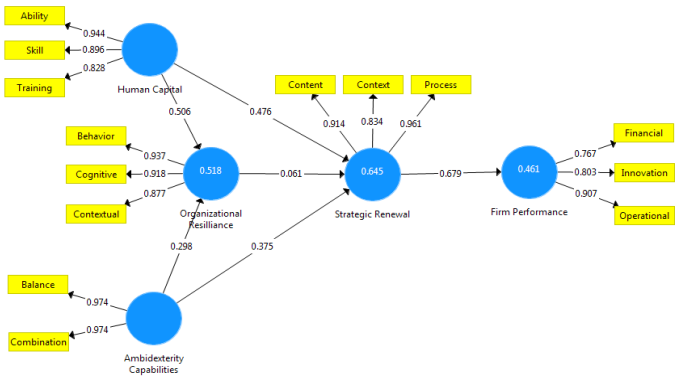
Questionnaires were distributed via online surveys, both directly and through associations, and the total number of questionnaires filled out was 82. The majority of respondents ages ranged from 36 to 45 years with a bachelor's degree. The criteria for

the tourism industry are travel or tours with 10 to 30 employees in the western Indonesia region

1. Structural Equation Modeling - Partial Least Square

This research uses Partial Least Square (PLS)-SEM, a variance-based structural equation modeling (SEM) method, to test a series of influences between variables (Hair et al., 2020). It considers measurement (outer) and structural (inner) models and uses high-level constructs to represent constructs on abstract high-level dimensions and concrete low-level sub-dimensions (Sarstedt, et al., 2019). The study uses a reflective formative model with repeated indications, and the normality distribution test is not a problem in PLS-SEM when research focuses on complex theoretical models with numerous indicators or non-normal statistical distributions (Becker, et al., 2012).

Figure 2. Final path model



2. Measurement Model

The author employs SMART PLS 3 to run a measurement model and ensure its quality (Hair et al., 2016). The final model, depicted in Figure 2, was developed through research, and validation was accomplished through the verification of first- and second-order structures.

3. Reliability and validity analysis.

Table 1 displays the average variance extracted and composite reliability of constructs, indicating the validity and measurement procedures (Hair, et al., 2011). The two most frequently used reliability test methods are Cronbach's Alpha and composite reliability. Cronbach's alpha and composite reliability are commonly used reliability tests, with values significantly higher than 0.7. Reliability levels greater than 0.7 exist for all first-order constructs, confirming the construct's reliability (Hair et al., 2012).

Convergent validity (AVE) is a measure of validity in PLS-SEM, reflecting variable loadings and redundancy evaluation (Kumar, 2015). The average variance extracted

(AVE) is used to assess convergent validity, with a value of 0.50 or greater indicating the construct explains at least 50% of variance (Hair et al., 2012).

Table 1. Validity and Reliability

Constructs		Cronbach's	Composite Reliability (CR)	Average Variance Extracted (AVE)
Second order	First order	Alpha		
Human capital	Abilities	0.874	0.959	0.922
	Skills	0.842	0.928	0.866
	Training	0.879	0.756	0.625
Ambidexterity	Balance	0.795	0.764	0.625
Capabilities	Combination	0.907	0.933	0.875
Organizational	Behaviour	0.810	0.897	0.745
Resilience	Cognitive	0.801	0.826	0.625
	Contextual	0.869	0.846	0.595
Strategic Renewal	Content	0.897	0.898	0.814
	Context	0.893	0.857	0.751
	Process	0.896	0.885	0.795
Firm Performance	Financial	0.855	0.761	0.627
	Innovation	0.920	0.820	0.606
	Operational	0.896	0.916	0.845

The Fornell-Larcker and heterotrait-monotrait ratio (HTMT) are used to evaluate discriminative validity, with each construct's AVE greater than its squared correlation with others (Franke & Sarstedt, 2019). The "Fornell and Larcker" test model, as shown in Table 2, demonstrates appropriate discriminative validity.

Henseler et al., (2015) found that the heterotrait-monotrait correlation ratio (HTMT) is less than 1, allowing for discrimination investigation. Bootstrapping can determine if HTMT values deviate significantly from 1.00 or a lower threshold value, indicating no discriminant validity issue (Franke & Sarstedt, 2019). The HTMT value is slightly greater than one, indicating acceptable composite reliability, convergent validity, and discriminative validity on first and second-order constructs, allowing for structural model acceptance.

4. Structural model

The structural model assessment is considered a low-level component when the measurement model is satisfactory (Sarstedt & Cheah, 2019), based on factors such as path coefficients, effect size, coefficient of determination (R^2), and a blindfolding-based cross-validated redundancy measure Q^2.

Table 2. Fornell-Larcker criterion

	Ambidexterity Capabilities	Firm Performance	Human Capital	Organizational Resilience	Strategic Renewal
Ambidexterity Capabilities	0.974*				
Firm Performance	0.683	0.828*			
Human Capital	0.578	0.541	0.890*		
Organizational Resilience	0.589	0.426	0.673	0.916*	
Strategic Renewal	0.687	0.679	0.735	0.597	0.905*

Table 3. Hetrotrait monotrait ratio (HTMT)

	Ambidexterity Capabilities	Firm Performance	Human Capital	Organizational Resilience	Strategic Renewal
Ambidexterity Capabilities					
Firm Performance	0.743				
Human Capital	0.633	0.587			
Organizational Resilience	0.628	0.449	0.728		
Strategic Renewal	0.543	0.419	0.726	0.664	

Henseler, et al., (2015) developed the SRMR, a standardized goodness-of-fit measure, which was used to assess the overall goodness of fit of a predicted model in PLS-SEM. The SRMR value should be less than 0.10 or 0.080, indicating a good or acceptable model fit, and is used to collect data to support proposed ideas (Hair et al., 2014). The SRMR value is 0.075, as shown in Table 4, which is less than 0.08, and the NFI score is 0.957, which exceeds the 0.9 criterion. It means that the proposed model is suitable to support and clarify the current theory, according to the findings.

Table 4. Model fit

	Saturated Model	Estimated Model
SRMR	0.075	0.072
NFI	0.957	0.931

5. Determination coefficient (R^2).

R^2 measures a model's prediction accuracy (Hair et al., 2014), with acceptable values of 0.75, 0.50, and 0.25 (Henseler, et al., 2015). The size of R^2 depends on the phenomenon being studied (Hair et al., 2017). R^2 values higher than 0.90 indicate overfitting, while higher R^2 is associated with more component predictors (Hair et al., (2019). In this study, five components were used, and the R^2 value was less than 0.9. The coefficient of determination, adjusted R^2, is 0.631 for strategic renewal, 0.506 for organizational resilience, and 0.454 for firm performance, indicating it is an endogenous latent construct.

Table 5. Coefficients of determination

	R Square	R Square Adjusted
Firm Performance	0.461	0.454
Organizational resilience	0.518	0.506
Strategic renewal	0.645	0.631

6. Hypothesis test

The bootstrapping method is used to evaluate the significance of the hypothesis (Hair et al., 2014). To assess the significance of the path coefficient values and T statistics, the authors used 5000 sub-samples without significant changes, 279 cases, and the bootstrapping method. Table 6 displays the structural model of path coefficients.

Table 6. Path coefficients

	Original Samples (O)	Samples Mean (M)	Standard Deviation (STDEV)	Q Statistics (|O/STDEV|)	P Values
AC -> OR	0.298	0.303	0.111	2,669	0.008
AC -> SR	0.375	0.375	0.122	3,074	0.002
H.C -> OR	0.506	0.505	0.100	5,059	0,000
H.C -> SR	0.476	0.484	0.095	5,028	0,000
OR -> SR	0.061	0.054	0.054	0.523	0.601
SR -> FP	0.679	0.691	0.691	11.670	0.000

Note. AC= Ambidexterity Capabilities; OR = Organizational Resilience; HC = Human Capital; SR = Strategic Renewal; FP = Firm Performance

The study reveals that ambidexterity has a positive effect on organizational resilience, with a path coefficient of 0.298. Human capital also has a positive effect on organizational resilience, with a path coefficient of 0.506 and a p-value of 0.000. Organizational resilience has a negative effect on strategic renewal, with a path coefficient of 0.061. Ambidexterity capability has a positive effect on strategic renewal, with a path coefficient of 0.375. Human capital has a positive effect on strategic renewal, with a path coefficient of 0.476. Strategic renewal has a positive effect on organizational performance, with a path coefficient of 0.679. These findings support the hypothesis that ambidexterity and human capital are crucial for organizational resilience and strategic renewal.

The study reveals that ambidexterity positively impacts organizational resilience, with a path coefficient of 0.298. It also shows a significant indirect influence of Ambidexterity Capabilities > Strategic Renewal > Firm Performance and Human Capital Influence Path > Strategic Renewal > Firm Performance, with no significant other influence paths.

Table 7. Indirect effect

Constructs	Original Samples (O)	Samples Mean (M)	Standard Deviation (STDEV)	Q Statistics (|O/STDEV|)	P Values
AC -> SR -> FP	0.255	0.260	0.089	2,872	0.004
HC -> SR -> FP	0.324	0.333	0.066	4,877	0,000
AC -> OR -> SR -> FP	0.012	0.010	0.027	0.466	0.641
OR -> SR -> FP	0.042	0.037	0.081	0.514	0.607
HC -> OR -> SR -> FP	0.021	0.021	0.043	0.492	0.623
AV -> OR -> SR	0.018	0.014	0.040	0.460	0.646
HC -> OR -> SR	0.031	0.030	0.061	0.512	0.609

Note. AC = Ambidexterity Capabilities; OR = Organizational Resilience; HC = Human Capital; SR = Strategic Renewal; FP = Firm Performance

B. DISCUSSION

The research reveals that ambidexterity and human capital are crucial for forming organizational resilience in Micro, Small, and Medium Enterprises (MSMEs). It also supports previous studies by Iborra et al. (2020) Barasa et al. (2018), Gibson and Birkinshaw (2004), De Winne and Sels (2010), which emphasize the importance of these factors in strategic renewal for MSMEs.

Strategic renewal is crucial for improving performance in MSMEs, as it influences the exploitation and exploration process. This research demonstrates that strategic renewal mediates the relationship between ambidexterity capability, human capital, and MSMEs' performance. Although the results on organizational resilience do not directly influence strategic renewal, they can be useful for companies in the tourism sector to evaluate problems that limit the influence of organizational resilience on strategic renewal.

Herbane (2019) highlights the importance of organizational resilience in developing strategies, particularly strategic renewal, and how factors such as formalization of planning, personal relationships, location, external crises, and crisis protection influence this success. The COVID-19 pandemic has significantly impacted MSMEs, particularly in the tourism sector, hindering strategic renewal and preventing them from preparing for environmental changes.

Strategic renewal refers to the process of transforming an organization's strategy, structure, systems, and culture to adapt to rapid changes in the internal and external environment (Agarwal & Helfat, 2009). This transformation involves combining the organization's strategy, business activities, and products or services. Organizations must adapt their strategies to meet customer demands, innovative competitors, new technologies, demands, and shifting workforce demographics to secure a sustainable competitive advantage (Klammer et al., 2017). Strategic renewal involves replacing organizational attributes that significantly influence the organization's long-term effects (Agarwal & Helfat, 2009).

Ambidexterity capability refers to an organization's ability to efficiently manage its business, focusing on exploitation orientation and adapting to environmental changes, focusing on exploration orientation (Iborra et al., 2020). This dynamic capability requires developing sensing, acquisition, and transformation activities (Luger et al., 2018), particularly in the context of SMEs, where it integrates exploration and exploitation demands (Lubatkin et al., 2006).

SMEs with ambidexterity capabilities can increase efficiency by managing exploitation and exploration without losing their ability to develop new ideas, products, and processes (Iborra et al., 2020). They can identify opportunities for recovery from crises and make fast decisions for business survival (Vahlne & Jonsson, 2017). SMEs must adapt and react in a dynamic environment, maintaining security, stability, and perception of environmental changes (Iborra et al., 2020). This research supports Iborra et al.'s (2020) study on SME ambidexterity as a dynamic capability influencing resilience and Gibson and Birkinshaw's (2004) research on organizational ambidexterity's relationship with strategic renewal, which involves leveraging existing competencies and exploring new ones.

Torres et al. (2018) identified two types of human capital: individual and team. Individual capital refers to the knowledge, values, and skills needed for innovation,

while team capital is a group with shared goals and performance levels, differentiated based on tasks and performance (Komodromos et al. al., 2019; Torres et al., 2018). Human capital is crucial for organizational resilience in a dynamic environment. It comprises investments in education, health, training, and migration, which can increase individual productivity within the organization (Laroche et al., 1999). Good-skilled human resources contribute significantly to organizational resilience. This resource is essential for overcoming challenges and fostering a positive work environment (Barasa et al., 2018). This research supports academic studies by Barasa et al. (2018) and De Winne and Sels (2010), highlighting the importance of human capital in organizational resilience and innovation. The quality of human resources is also a source of strategic renewal and can help organizations face challenges in dynamic environments.

Strategic renewal involves combining old and new knowledge to improve performance, enabling organizations to stay ahead of competitors and gain competitive advantages, ultimately leading to superior performance (Teixeira & Werther, 2013). Strategic renewal is crucial for organizational success, with key elements such as conservative financing, sensitivity, a sense of identity, and tolerance for new ideas being identified as key factors for long-term success (Klammer et al., 2017). This research supports Teixeira and Werther's (2013) research that innovation and strategic renewal help organizations stay ahead of competitors by gaining competitive advantages. Organizations should exploit these processes to diversify their portfolio and explore before making changes (Kwee, Van Den Bosch, & Volberda, 2011).

The research does not show a significant relationship between organizational resilience and strategic renewal. According to Herbane's (2019) research, organizational success influences resilience to strategy development, including strategic renewal. Conservative financing, sensitivity, identity, and tolerance for new ideas are all important factors for long-term organizational success. These elements all contribute to the success of an organization (Klammer et al., 2017). This research supports Teixeira and Werther's (2013) research on innovation and strategic renewal, suggesting that organizations should exploit these processes to gain competitive advantages and superior performance, diversify their portfolio, and introspect before making changes (Kwee et al., 2011). The research does not show a significant correlation between organizational resilience formation and strategic renewal. Herbane's (2019) research suggests that organizational resilience's success in developing strategic renewal strategies is influenced by factors such as formal strategic planning, personal relationships, location, external crises, and crisis protection.

CONCLUSION

Indonesia's tourism MSMEs lack resilience, making them unprepared for crises like the COVID-19 pandemic. This is due to a lack of resources for organizational adaptability and human resources. To enhance their exploitation and exploration

capabilities, they need sufficient skills and knowledge. Investment in training or bringing in productive employees is necessary to adapt to industry changes.

Strategic renewal is crucial for improving performance in MSMEs by effectively utilizing old and new knowledge, ensuring the successful exploitation and exploration of old knowledge for enhanced performance.

MSMEs in the tourism sector must actively participate in the development of the industry by seeking new information and knowledge related to MSMEs. It can help improve business performance, which has declined since the COVID-19 pandemic.

BIBLIOGRAPHY

Agarwal, R., & Helfat, C. E. (2009). Strategic Renewal of Organizations. *Organization Science*, *20*(2), 281–293. https://doi.org/10.1287/orsc.1090.0423

Akgün, A. E., & Keskin, H. (2014). Organisational resilience capacity and firm product innovativeness and performance. *International Journal of Production Research*, *52*(23), 6918–6937. https://doi.org/10.1080/00207543.2014.910624

Alves, J., Tan Cheng, L., YuBo, L., & Wei, H. (2020). Crisis Management for Small Business during the COVID-19 Outbreak: Survival, Resilience and Renewal Strategies of Firms in Macau. *Research Square*, 1–29. https://doi.org/10.21203/rs.3.rs-34541/v1

Augusto Felício, J., Couto, E., & Caiado, J. (2014). Human capital, social capital and organizational performance. *Management Decision*, *52*(2), 350–364. https://doi.org/10.1108/MD-04-2013-0260

Becker, J.-M., Klein, K., & Wetzels, M. (2012). Hierarchical Latent Variable Models in PLS-SEM: Guidelines for Using Reflective-Formative Type Models. *Long Range Planning*, *45*(5–6), 359–394. https://doi.org/10.1016/j.lrp.2012.10.001

Buenechea-Elberdin, M., Sáenz, J., & Kianto, A. (2023). Intellectual capital-driven innovation: the influence of servitization degree. *R&D Management*, (Ic), 1–15. https://doi.org/10.1111/radm.12576

Burnard, K., Bhamra, R., & Tsinopoulos, C. (2018). Building Organizational Resilience: Four Configurations. *IEEE Transactions on Engineering Management*, *65*(3), 351–362. https://doi.org/10.1109/TEM.2018.2796181

Çelik, D., & Uzunçarşılı, Ü. (2023). Is the Effect of Organizational Ambidexterity and Technological Innovation Capability on Firm Performance Mediated by Competitive Advantage? An Empirical Research on Turkish Manufacturing and Service Industries. *SAGE Open*, *13*(4), 1–21. https://doi.org/10.1177/21582440231206367

Cenamor, J., Parida, V., & Wincent, J. (2019). How entrepreneurial SMEs compete through digital platforms: The roles of digital platform capability, network capability and ambidexterity. *Journal of Business Research*, *100*(March), 196–206. https://doi.org/10.1016/j.jbusres.2019.03.035

Christensen, J., Aarøe, L., Baekgaard, M., Herd, P., & Moynihan, D. P. (2020). Human Capital and Administrative Burden: The Role of Cognitive Resources in Citizen-State Interactions. *Public Administration Review*, *80*(1), 127–136. https://doi.org/10.1111/puar.13134

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

Coad, A., & Tamvada, J. P. (2012). Firm growth and barriers to growth among small firms in India. *Small Business Economics*, *39*(2), 383–400. https://doi.org/10.1007/s11187-011-9318-7

Colic-Peisker, V., & Walker, I. (2003). Human capital, acculturation and social identity: Bosnian refugees in Australia. *Journal of Community & Applied Social Psychology*, *13*(5), 337–360. https://doi.org/10.1002/casp.743

Covin, J. G., & Miles, M. P. (1999). Corporate Entrepreneurship and the Pursuit of Competitive Advantage. *Entrepreneurship Theory and Practice*, *23*(3), 47–63. https://doi.org/10.1177/104225879902300304

De Winne, S., & Sels, L. (2010). Interrelationships between human capital, HRM and innovation in Belgian start-ups aiming at an innovation strategy. *The International Journal of Human Resource Management*, *21*(11), 1863–1883. https://doi.org/10.1080/09585192.2010.505088

Duchek, S. (2020). Organizational resilience: a capability-based conceptualization. *Business Research*, *13*(1), 215–246. https://doi.org/10.1007/s40685-019-0085-7

Eggers, F. (2020). Masters of disasters? Challenges and opportunities for SMEs in times of crisis. *Journal of Business Research*, *116*(May), 199–208. https://doi.org/10.1016/j.jbusres.2020.05.025

Franke, G., & Sarstedt, M. (2019). Heuristics versus statistics in discriminant validity testing: a comparison of four procedures. *Internet Research*, *29*(3), 430–447. https://doi.org/10.1108/IntR-12-2017-0515

Gibson, C. B., & Birkinshaw, J. (2004). The Antecedents, Consequences, and Mediating Role of Organizational Ambidexterity. *Academy of Management Journal*, *47*(2), 209–226. https://doi.org/10.5465/20159573

Hair, F., J., Hult M., G. T., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*. SAGE Publications.

Hair, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, *109*(November 2019), 101–110. https://doi.org/10.1016/j.jbusres.2019.11.069

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a Silver Bullet. *Journal of Marketing Theory and Practice*, *19*(2), 139–152. https://doi.org/10.2753/MTP1069-6679190202

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science*, *40*(3), 414–433. https://doi.org/10.1007/s11747-011-0261-6

Hair, J., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, *1*(2), 107. https://doi.org/10.1504/IJMDA.2017.087624

Hair Jr, J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM). *European Business Review*, *26*(2), 106–121. https://doi.org/10.1108/EBR-10-2013-0128

Han, C., & Zhang, S. (2021). Multiple strategic orientations and strategic flexibility in product innovation. *European Research on Management and Business Economics*, *27*(1), 100136. https://doi.org/10.1016/j.iedeen.2020.100136

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, *43*(1), 115–135. https://doi.org/10.1007/s11747-014-0403-8

Iborra, M., Safón, V., & Dolz, C. (2020). What explains the resilience of SMEs? Ambidexterity capability and strategic consistency. *Long Range Planning*, *53*(6), 101947. https://doi.org/10.1016/j.lrp.2019.101947

Kassotaki, O. (2022). Review of Organizational Ambidexterity Research. *SAGE Open*, *12*(1), 215824402210821. https://doi.org/10.1177/21582440221082127

Klammer, A., Gueldenberg, S., Kraus, S., & O'Dwyer, M. (2017). To change or not to change–antecedents and outcomes of strategic renewal in SMEs. *International Entrepreneurship and Management Journal*, *13*(3), 739–756. https://doi.org/10.1007/s11365-016-0420-9

Komodromos, M., Halkias, D., & Harkiolakis, N. (2019). Managers' perceptions of trust in the workplace in times of strategic change. *EuroMed Journal of Business*, *14*(1), 2–20. https://doi.org/10.1108/EMJB-03-2018-0018

Kumar, S. (2015). Structure Equation Modeling Basic Assumptions and Concepts : A Novices Structure Equation Modeling Basic Assumptions and Concepts : A Novices Guide. *Asian Journal of Management Sciences*, *3*(7), 25–28.

Kwee, Z., Van Den Bosch, F. A. J., & Volberda, H. W. (2011). The Influence of Top Management Team's Corporate Governance Orientation on Strategic Renewal Trajectories: A Longitudinal Analysis of Royal Dutch Shell plc, 1907–2004. *Journal of Management Studies*, *48*(5), 984–1014. https://doi.org/10.1111/j.1467-6486.2010.00961.x

Laroche, M., Mérette, M., Ruggeri, G. C., & Merette, M. (1999). On the Concept and Dimensions of Human Capital in a Knowledge-Based Economy Context. *Canadian Public Policy / Analyse de Politiques*, *25*(1), 87. https://doi.org/10.2307/3551403

Lechner, C., & Gudmundsson, S. V. (2014). Entrepreneurial orientation, firm strategy and small firm performance. *International Small Business Journal: Researching Entrepreneurship*, *32*(1), 36–60. https://doi.org/10.1177/0266242612455034

Lee, J. W., Jones, P. S., Mineyama, Y., & Zhang, X. E. (2002). Cultural differences in responses to a likert scale. *Research in Nursing & Health*, *25*(4), 295–306. https://doi.org/10.1002/nur.10041

Leung, K., Bhagat, R. S., Buchan, N. R., Erez, M., & Gibson, C. B. (2005). Culture and international business: recent advances and their implications for future research. *Journal of International Business Studies*, *36*(4), 357–378. https://doi.org/10.1057/palgrave.jibs.8400150

Li, W., Liu, K., Belitski, M., Ghobadian, A., & O'Regan, N. (2016). E-Leadership through Strategic Alignment: An Empirical Study of Small- and Medium-sized Enterprises in the

Digital Age. *Journal of Information Technology*, *31*(2), 185–206. https://doi.org/10.1057/jit.2016.10

Lieberman, M. B., & Montgomery, D. B. (1988). First-mover advantages. *Strategic Management Journal*, *9*(S1), 41–58. https://doi.org/10.1002/smj.4250090706

Lubatkin, M. H., Simsek, Z., Ling, Y., & Veiga, J. F. (2006). Ambidexterity and Performance in Small-to Medium-Sized Firms: The Pivotal Role of Top Management Team Behavioral Integration. *Journal of Management*, *32*(5), 646–672. https://doi.org/10.1177/0149206306290712

Luger, J., Raisch, S., & Schimmer, M. (2018). Dynamic Balancing of Exploration and Exploitation: The Contingent Benefits of Ambidexterity. *Organization Science*, *29*(3), 449–470. https://doi.org/10.1287/orsc.2017.1189

Rodríguez-Peña, A. (2023). Corporate entrepreneurship and firm performance relationship under the moderating effect of environmental dynamism: Replication and extension analysis. *Journal of International Entrepreneurship*, (123456789). https://doi.org/10.1007/s10843-023-00338-1

Sáez-Martínez, F. J., & González-Moreno, Á. (2011). Strategic Renewal, Cooperation, and Performance: A Contingency Approach. *Journal of Management and Strategy*, *2*(4), 43–55. https://doi.org/10.5430/jms.v2n4p43

Sarstedt, M., & Cheah, J.-H. (2019). Partial least squares structural equation modeling using SmartPLS: a software review. *Journal of Marketing Analytics*, *7*(3), 196–202. https://doi.org/10.1057/s41270-019-00058-3

Sarstedt, M., Hair, J. F., Cheah, J.-H., Becker, J.-M., & Ringle, C. M. (2019). How to Specify, Estimate, and Validate Higher-Order Constructs in PLS-SEM. *Australasian Marketing Journal*, *27*(3), 197–211. https://doi.org/10.1016/j.ausmj.2019.05.003

Si, S. X., & Cullen, J. B. (1998). RESPONSE CATEGORIES AND POTENTIAL CULTURAL BIAS: EFFECTS OF AN EXPLICIT MIDDLE POINT IN CROSS-CULTURAL SURVEYS. *The International Journal of Organizational Analysis*, *6*(3), 218–230. https://doi.org/10.1108/eb028885

Sidhu, J. S., Commandeur, H. R., & Volberda, H. W. (2007). The Multifaceted Nature of Exploration and Exploitation: Value of Supply, Demand, and Spatial Search for Innovation. *Organization Science*, *18*(1), 20–38. https://doi.org/10.1287/orsc.1060.0212

Smith, A., Voß, J.-P., & Grin, J. (2010). Innovation studies and sustainability transitions: The allure of the multi-level perspective and its challenges. *Research Policy*, *39*(4), 435–448. https://doi.org/10.1016/j.respol.2010.01.023

Subramaniam, M., & Youndt, M. A. (2005). The Influence of Intellectual Capital on the Types of Innovative Capabilities. *Academy of Management Journal*, *48*(3), 450–463. https://doi.org/10.5465/amj.2005.17407911

Torres, A. I., Ferraz, S. S., & Santos-Rodrigues, H. (2018). The impact of knowledge management factors in organizational sustainable competitive advantage. *Journal of Intellectual Capital*, *19*(2), 453–472. https://doi.org/10.1108/JIC-12-2016-0143

Vahlne, J.-E., & Jonsson, A. (2017). Ambidexterity as a dynamic capability in the globalization of the multinational business enterprise (MBE): Case studies of AB Volvo and IKEA. *International Business Review*, *26*(1), 57–70. https://doi.org/10.1016/j.ibusrev.2016.05.006

Vidotto, J. D. F., Ferenhof, H. A., Selig, P. M., & Bastos, R. C. (2017). A human capital measurement scale. *Journal of Intellectual Capital*, *18*(2), 316–329. https://doi.org/10.1108/JIC-08-2016-0085