



RESEARCH ARTICLE

The Effect of Marketing Ambidexterity, Dynamic Marketing Ability, and Managerial Agility on Business Resilience and Sustainability of Small and Medium Enterprises in West Sulawesi

Farid Wajdi^{1*}, Abdul Rahman Mus², Sabri Hasan, Suriyanti³^{1,2,3} Universitas Muslim Indonesia, Makassar City, Indonesia

ARTICLE INFO	ABSTRACT
Received: Dec 30, 2024	This research was carried out with the aim of To find out and analyze the influence of Marketing Ability Ambidexterity, Dynamic Marketing Ability, and Managerial Agility on Business Resilience and Sustainability of Small and Medium Enterprises in West Sulawesi. Data collection used a questionnaire of 384 respondents, with the data analysis methods used in this study being descriptive analysis and SEM analysis (structural Equation Modeling) with the help of the AMOS program. The results of the study show that 1). Marketing Ambidexterity directly has a positive and significant influence on business resilience 2). Dynamic Marketing Ability has a positive and significant influence on business resilience 3). Menegerial Agiliity has a positive and significant influence on Business Resilience 4). Marketing Ambidexterity has a positive and insignificant influence on business sustainability 5). Dynamic Marketing Capabilities have a positive and significant influence on sustainability 6). Menegaraal Agiliity has a positive and significant influence on business sustainability 7). Business resilience has a positive and significant influence on business sustainability 8). Marketing Ambidexterity has a positive and significant effect on business sustainability through business resilience. 9). Dynamic Marketing Ability has a positive and significant effect on business sustainability through business resilience. 10). Menationalal agility has a positive and significant effect on business sustainability through business resilience.
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*Corresponding Author: farid.wajdi.pasca@gmail.com	

1. INTRODUCTION

Organizations and business actors face challenges related to rapid change and if they successfully adapt the organization and its resources and meet the demands of changing external environments to achieve long-term goals, then the organization is increasingly adaptive or agile. Maturbongs, (2021), and Sugiharto, Semmaila, Aryati Arfah, (2022). These challenges have prompted studies in the field of entrepreneurial organization and strategy management, including the study of the condition of business actors, in response to the speed of change in the current business environment, so that organizations need to adapt to the new environment. With relentless global competition, technological innovation, organizational restructuring, and a turbulent business environment, contemporary organizations need organizational resilience. Over the past year, companies have been faced with various challenges that hit their business (ALVES, Jose C, 2021). The long-term strategies and plans that have been set by the company have been forced to be rearranged following the development of Covid-19. Large-Scale Social Restrictions (PSBB) have changed the organizational order while testing the company's ability to survive, in an uncertain situation. The era is narrated by the term VUCA or volatility, uncertainty, complexity and ambiguity is an era full of uncertainty. Bawany, S. (2016), Nibedita at.al (2017). T. Krawczyńska-Zaucha, (2019), Rimita, K., Hoon, & Lévasseur, (2020). Ofoegbu Wilson Chukwuemeka, B. C. Onuoha, (2018). Votality is meant to be something that is volatile; uncertainty is uncertainty; complexity is an increasingly complicated situation; and ambiguity is no clarity, Teece, D., Peteraf, M., & Leih, S. (2016), According to Helmi Azahari et al. (2021). The constant changes that occurred in the VUCA era created many traps for

managers, Millar, & Mahon, J. F. (2018), Uyun, M. Q. (2018), and Simone (2021). It's all rooted in RBV theory, and dynamic capabilities.

A new paradigm that perceives change as an opportunity to respond, exploit, and benefit is known as a culture and principle of agility. Thus, agility in the 21st century is no longer an option, but a necessity for organizations, manufacturing and services (Fahami et al., 2017). Darvishmotevali, at.al (2020), Gao, at.al (2020), also stated that being a resilient organization requires agile, which is constantly able to adjust the direction of business strategies to an environment that experiences consistent changes in various aspects, which is an important factor for sustainable business success. Theoretically, the theory of resilience does not stand alone, because it is a multidisciplinary and multidimensional theory because it has been researched by several researchers from various disciplines. The various concepts and definitions are generated very complex and contextual and very evolutionary. In Physical Sciences, resilience means the bending power or elastic quality of a material (Greene et al., 2002). The evolution of the theory of resilience began in the 1800s in physics which explained the capacity of steel as a material that is resistant to pressure (Alexander, 2013).

The capacity of resilience to absorb shocks and maintain their function is known as engineering resilience (Holling, 1973). The focus of technical resilience includes efficiency, stability, predictability, and return to normal functioning (Holling, 1973; Walker et al., 2004; Folke, 2006). Then it was adopted in the discipline of Psychology, Harland at.al (2005), until it was also adopted in Marketing Management, HR (Organizational Behavior), Economics, Environmental Sociology, Medical Science, Public Health, Psychiatry, Finance, Business-Accounting. And taxation. Resilience is a dynamic process of positive adaptation to adversity, Gatt et al. (2020) argue that resilience is the capacity of individuals to rise from difficulties, conflicts, confusion, and failures and the ability to make positive changes. High resilience is associated with a healthier lifestyle and good physical performance (Lee et al., 2020; Lim et al., 2020; Ploughman et al., 2020), optimism and high mental well-being (Mayordomo et al., 2016; Perna et al., 2020), and good mental health Xu et al., 2020).

At work, individuals with high resilience show better performance (Walpita & Arambepola, 2020). Meanwhile, low resilience is related to easy self-blame as well as high anxiety and depression (Liesto et al., 2020; MacLeod et al., 2016; Ran et al., 2020). The Covid-19 pandemic is a source of very vulnerable problems with socio-economic conditions, which are faced by every country. In business cycle theory, the generally known policies are procyclical and countercyclical policies. Procyclical policy is a policy that follows the flow of the business cycle. This means that during a recession, the government implements contractionary policies, in the form of fiscal and monetary tightening. On the contrary, countercyclical policies are policies that go against the flow of the business cycle. This means that during a recession, the government implements expansionary policies in the form of fiscal and monetary easing (Kaminsky, Reinhart & Vegh, 2004), and Alif GN, at.al (2021). The basis of this theory then became the inspiration for various monetary policy instruments, which can be seen in real terms such as the birth of regulations from the Ministry of Finance, and the Financial Services Authority (OJK), which includes Countercyclical Policy. This policy was taken as a response to the economic pressures faced by small and medium enterprises throughout various countries including Indonesia.

Table 1: Emergency policies of some developing countries

Country	Debt Relief	Emergency loans	Debt Relief and Relief	Government Subsidies
Brazilian	✓	✓	✓	
Columbia		✓	✓	
China	✓	✓	✓	✓
Chile			✓	
Iran	✓		✓	✓
Malaysia	✓	✓	✓	✓
Nigeria	✓	✓		
Pakistan		✓		
Rwanda	✓	✓		
South Africa	✓	✓	✓	✓

Sibanda et.al (2021)

Based on the data in table 1, it can be explained that to strengthen the level of resilience of small and medium enterprises, the factors commonly carried out by the government are an overview of policies

in the financial sector. Indonesia is also the same at a time of economic turmoil, by strengthening the monetary and fiscal sides (Latief, S., Junaidin Zakaria, & Mapparenta. (2020). This policy certainly aims to provide support to business actors so that they remain resilient. Some policies can be seen in the following scheme.



BPS Survey (2021)

Based on the results of the survey, it can be identified that as many as 69.02% of business actors need business capital assistance, 29.98% need loan relaxation, 15.07% need tax payment deferral, 41.8% need electricity bill relief, and 17.21% need ease of administration in applying for loans. The above factors, according to Meylana (2022), and Narwiyah (2023), are considered to be factors that threaten the sustainability of small businesses in their business implementation. Research by Sulistiono et al. (2023), explains that an interesting phenomenon that can be observed in business sustainability is internal problems, which are considered to be disruptive factors, including first, risk factors and legal consequences for their operational activities. Second, is the condition of governance or management that has the potential to cause problems in the future, and third, is the factor of courage and regeneration that is not ready to face future business risks or adapt to changes in the business environment. The fourth factor is a business climate that lacks legal certainty, high tax burdens, labor pressure regarding wages and social security, which needs to be managed properly. Fifth, there is a reluctance to maintain the complicated conventional business of the previous generation, and always think practically of opening a new business that is modern and uncomplicated. Business sustainability is determined by its economic ability, ability to adapt to the business environment, and ability to increase interaction with the environment in which the company is located. (Flor, 2018).

According to Hadi Prasetyo (2023), several recent literature has found that one of the important factors for maintaining business sustainability is dynamic ability, as also found in research (Li et al. 2019; Dangelico et al. 2017; Kumar et al. 2018; Chowdhury & Quaddus, 2021). Dynamic capability is the ability of a company to cope with dynamic environmental changes through corporate resources (Kumar et al. 2018; Chowdhury & Quaddus, 2021). This dynamic ability seeks to maintain flexibility and speed of adaptability for a company, because the dynamic business environment must exist in balance with dynamic business movements as well (Dangelico et al. 2017; Kumar et al. 2018). According to Prasetyo, (2023). The concept of business sustainability is one of the elements that makes a number of business actors, both individuals and companies, able to survive in the midst of a changing environment. Business sustainability refers to a company's ability to maintain good performance in the long term. The phenomenon of difficulties and failures of MSME businesses will threaten the sustainability of MSME businesses (Yunus, Mahfudnurnajamuddin, B. Semmaila, and R. Dewi (2022). Business sustainability can be seen from the success in innovation, employee and customer management, and return on capital. Business sustainability for business actors will provide benefits to be able to increase income and can provide welfare, which can be achieved by having the ability and effort to develop the right business strategy to maintain the sustainability of their business, and business actors are increasingly survive. In the context of marketing management, ambidexterity is defined as the ability of companies and business actors to explore and exploit simultaneously (Ahmadi et al., 2020). Exploitation focuses on what the company already has and knows it. This is related to strategic management concepts in carrying out strategic integration such

as efficiency, repeatability, stability, reliability, and low level of uncertainty. A high level of exploration with a success rate focuses on what has been discovered and it is associated with low efficiency, experimentation, flexibility, tolerance to error, high uncertainty, and low success rates (Duodu & Rowlinson, 2020). The ambidexterity in this study is identified from the research gap from previous studies that often consider the trade-off between these two activities i.e. exploitation and exploration, or effectiveness and efficiency to be insurmountable, but more recent research describes an ambidextrous organization that is able to simultaneously exploit existing competencies and explore new opportunities. (Peng, M. Y. P., & Lin, K. H. 2019). This means that balancing exploitation and exploration is a very unlikely thing to happen at the same time.

Research on the dimension of exploitation and exploration in general refers to two concepts as mutually exclusive systems (Malik et al., 2017), and Sudarti et al., (2018). This means that the two systems are two things that contradict each other both in value and purpose where exploitation is based on efficiency while exploration is based on innovation and both compete for scarce resources (Sharma, 2016). So choosing between the two creates difficulties for the organization. Organizations that are more inclined to exploitation will suffer from inertia, while organizations that are more inclined to exploration activities will be burdened with the cost of experimentation without benefiting from those activities. Therefore, Zhang et al. (2016) suggest the use of exploitation and exploration in a balanced manner. Research by Dolz et al., (2019), on manufacturing MSMEs in Spain explains that in the context of an economic and financial crisis characterized by the scarcity of big cities, and high uncertainty, the agility and business sustainability of organizations in SMEs, will encourage ambidexterity. This gives the belief that ambidexterity correlates with business sustainability, as well as agile leadership, has the same relationship pattern.

The concept of dynamic capabilities has recently attracted a lot of attention in the field of strategic management of companies to corporate human resources (Dangelico et al. 2017; Kumar et al. 2018). Essentially, dynamic capability is the ability to survive in a dynamic environment, or even make it a competitive advantage by optimizing existing resources (Teece et al. 1997). In the research of Nayal et al. 2022; Ali et al. (2022), The ability is supported by managerial and corporate competencies to "read", create an environment, and develop business models to deal with threats and opportunities in business (Messina et al., 2022). In the view of Yuan & Cao, (2022). Dynamic capabilities are the company's capacity to innovate, adapt, grow, and create changes aimed at consumers, including innovation and commercial capabilities that will improve company performance (Vijayakumar: 2023). In another study, Dyduch W, Chudziński P, Cyfert S, Zastempowski M (2021), who conducted a study on 151 MSMEs in Poland during the Lockdown, explained that MSMEs in Poland, which are responsive with dynamic capabilities, have resilience or resilience with the sustainability of their business. Likewise, Reimann et al. (2021), a study of 335 MSMEs in Portugal, also emphasized that the dimension of dynamic marketing capabilities affects international marketing performance. Agility leadership is a proxy of leadership and has a theoretical basis for leadership styles, as in Human Resource Management. Agility leadership in this study is more about the leader's strategy in leading an organization or company (Simone et al., 2021). One of the fundamental differences of leadership agile in this study is that it focuses on the role of managers in each MSME in West Sulawesi province. The growth of MSMEs in West Sulawesi province is in table 1 below.

Table 2: Growth of MSMEs in West Sulawesi

It	Regency	Year		
		2020	2021	2022
1	Majene	3.274	3.674	3.956
2	Polewali Mandar	10.163	10.763	10.706
3	Mamasa	2.148	2.343	9.234
4	Anonymous	5.572	5.898	1.244
5	Pasangkayu	2.100	2.505	453
6	Central Mamuju	1.100	1.112	579
	Sum	24.357	26.295	26.172

Data source: BPS West Sulawesi province 2022

Based on the MSME growth data in table 2, it is known that the growth rate of MSMEs in West Sulawesi Province from 2020-2021 has made significant progress, or has increased. This means that

there is a positive dynamic of these developments, which is the optimism of business actors. Some of the phenomena found in the research related to the variables studied can be explained as follows. First, that MSME business actors during economic conditions experienced shocks since Covid-19 have a significant impact on business sustainability.

Table 3: Overview of MSMEs in West Sulawesi

Business sector	Source of Capital	Level of Capital	Digital Technology Facilities
Creative industries (crafts, modeste, printing)	Own Capital	1-5 million	Marketing
Small Trade (credit, voucher)	Loan Capital	6-10 million	Promotion
Services/Services(Laundry, TV, Refrigerator, Workshop, HP)	Soft Help	11-20 million	Payment
Culinary (sellers of Meatballs, Noodles, Juice, Es teller, Sea Essence, Gorengan)	Government subsidies/assistance	21-50 million	Promotion
Household Industry (pastries, wet cakes)	Loan Capital	25-100 million	Marketing
Mixed goods (Basic food business)	Loan Capital	50-200 million	Promotion

Source: Researcher identification 2022

Based on the results of observation and factual identification, it can be stated that business actors in West Sulawesi consist of the creative industry, trade, services, culinary, household industry, and mixed goods sectors. Meanwhile, in general, the source of capital from business actors consists of own capital, loan capital, soft assistance, government subsidies/assistance, with the amount of assistance capital from 1-5 million, 6-10 million, 11-20 million, and 21-50 million. In terms of the adoption of digital technology, there are Small Businesses that have used these facilities in terms of marketing, promotion, and as a means of payment. Some of the effects caused by limited socio-economic activities are reducing the level of productivity and income of business actors. This means that this condition is related to the problem of resilience of business actors. Furthermore, because of these conditions, business actors do not have the ability to ambidexterity and dynamic capabilities of marketing activities. As a result of this condition, West Sulawesi's economy grew slowly in the first quarter of 2022. West Sulawesi's economy grew by 0.93% (yoy) in the first quarter of 2022, lower than the fourth quarter of 2021 which grew by 3.32% (yoy). Even so, public consumption grew higher in line with the increase in people's mobility and purchasing power in the midst of the increasingly controlled Covid-19 pandemic conditions (Rauf et al., 2019).

2. RESEARCH METHODS

The research approach used is a quantitative approach which is a systematic approach to study parts and phenomena as well as their relationships. Research with a quantitative approach is defined as research based on the philosophy of positivism, used to research on a specific population or sample, (Sugiyono, 2016:17).

1. Types and sources of data

- Data type. Quantitative data:** Quantitative data is data or information obtained in the form of numbers. In the form of this number, quantitative data can be processed using mathematical formulas or can also be analyzed with statistical systems. Qualitative Data: Qualitative data is data in the form of words or verbal. How to obtain qualitative data can be done through interviews.
- Data sources. Primary data:** is research data obtained directly from MSME business actors in West Sulawesi. Primary data are in the form of survey results, direct interviews, and questionnaires. Secondary Data: is the source of data for a research that is obtained indirectly by the researcher through intermediary media (obtained or recorded by other parties). The secondary data is in the form of the number of MSMEs, business sectors, labor used, capital, and other financial data.

2. Data collection methods: The data collection method in this study is intended to obtain relevant and accurate data with the problem discussed. The data collection method is as follows:

- Observation.** This method is used as one of the tools in collecting data based on direct observation.

2. **Questionnaire.** Questionnaire is a data collection technique by asking a number of questions in writing that are given to respondents with the intention of obtaining accurate and valid data.
3. **Documentation** is a data collection technique by studying data that has been documented in the form of records, documents, reports, books, which can support the data collection process, which is needed by researchers.

3. Population and sample

Population According to Sugiyono (2019:126) population is a generalization area consisting of: objects / subjects that have certain quantities and characteristics that are determined by the researcher to be studied and then conclusions are drawn. The population in this study is MSMEs recorded at the Office of the Cooperative and MSME Office in 2022 as many as 10,088 MSMEs. Based on the population data in the table above, the determination of the research sample was taken on the 2023 sample on the grounds that the MSMEs already have a Business License.

4. Data analysis methods

Descriptive statistical analysis is aimed at describing the research variables so as to obtain an overview of the tendency of the respondents, from the questionnaire that is filled in, and assessed on a Likert scale. The data that has been collected is then edited and tabulated in the form of tables and discussed descriptively. The descriptive measure is the giving of numbers both in the number of respondents (people) and in the form of frequency and percentage. Statistical analysis using inferential statistics to test the influence between independent variables and dependent variables. The inferential statistical analysis technique used is multiple regression analysis. The analysis used to answer the hypothesis in this study uses the Structural Equation Model (SEM) using Amos Software. The Structural Equation Model (SEM) is a statistical tool used to solve cascading models simultaneously that cannot be solved by linear regression equations. SEM can also be considered as a combination of regression analysis and factor analysis. SEM can be used to solve equation models with more than one bound variable and also recursive influence. SEM is based on covariance analysis so that it provides a more accurate covariance matrix than linear regression analysis. Statistical programs that can be used to complete SEM are for example Analysis Moment of Structure (AMOS) or LISREL.

5. Research results and discussion

Based on the method of determining the value in the model, the test variables of this first model are grouped into exogenous variables (exogenous variables) and endogenous variables (endogenous variables). Exogenous variables are variables whose values are determined outside the model, while endogenous variables are variables whose values are determined through equations or from the relationship model that is formed. Included in the group of exogenous variables are Ambidexterity marketing capability (X1), Dynamic Marketing Capability (X2) and manager agility (X3), while those included in the endogenous variables are Business Resilience (Y1) and Business Sustainability (Y2). The model is said to be good if the development of the mortgage model is theoretically supported by empirical data. The full results of SEM analysis can be seen in the following Gamba 2:

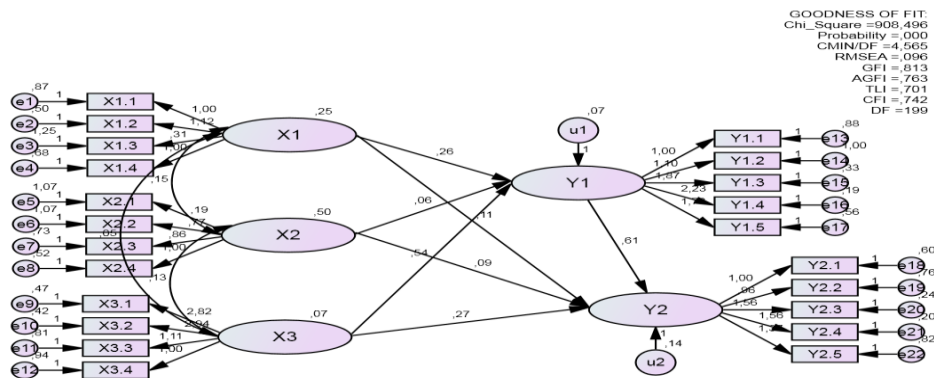


Table 4: Evaluation of goodness of fit indices criteria by including all indicators measuring variables/constructs in the final analysis model

Goodness of fit index	Cut-off Value	Model Results	Information
Chi_square	Expected small	177,904 < (0.05:151=180,675)	Good
Probability	≥ 0.05	0,066	Good
CMIN/DF	≤ 2.00	1,178	Good
RMSEA	≤ 0.08	0,022	Good
GFI	≥ 0.90	0,960	Good
AGFI	≥ 0.90	0,933	Good
TLI	≥ 0.94	0,985	Good
CFI	≥ 0.94	0,990	Good

Source: Data processing results, 2023

Based on the empirical model proposed in this study, testing of the hypothesis proposed can be carried out through path coefficient testing in the structural equation model. The criteria for testing the hypothesis by looking at the p-value < 0.05, then the relationship between the variables is significant. The results of hypothesis testing can be presented in the following table:

Table 5: Research hypothesis testing

Less	Variable			Direct Effects	Indirect Effects	Total Effects	P-Value	Information
	Independent Variable	Intervening Variables	Bound Variables					
1	<i>Ambidexterity marketing Capability (X1)</i>	-	Business Resilience (Y1)	0,384	-	0,384	0,000	(+) Significant
2	<i>Marketing capability dynamics (X2)</i>	-	Business Resilience (Y1)	0,225	-	0,225	0,004	(+) Significant
3	<i>Managerial Agelity (x3)</i>	-	Business Resilience (Y1)	0,159	-	0,159	0,044	(+) Significant
4	<i>Ambidexterity marketing Capability (X1)</i>	-	Business Sustainability (Y2)	0,215	-	0,215	0,063	(+) Insignificant
5	<i>Marketing capability dynamics (X2)</i>	-	Business Sustainability (Y2)	0,170	-	0,170	0,039	(+) Significant
6	<i>Managerial Agelity (X3)</i>	-	Business Sustainability (Y2)	0,153	-	0,153	0,048	(+) Significant
7	Business Resilience (Y1)	-	Business Sustainability (Y2)	0,315	-	0,315	0,000	(+) Significant
8	<i>Ambidexterity marketing Capability (X1)</i>	Business Resilience (Y1)	Business Sustainability (Y2)	0,121	0,384	0,505	0,005	(+) Significant
9	<i>Marketing capability dynamics (X2)</i>	(Y1)	Business Sustainability (Y2)	0,225	0,071	0,296	0,016	(+) Significant
10	<i>Managerial Agelity (X3)</i>	Business Resilience (Y1)	Business Sustainability (Y2)	0,159	0,050	0,209	0,048	(+) Significant

Source: 2023 data processing results

Table 23, shows that of the ten (10) pathways analyzed, there are nine (9) significant pathways and there is one (1) insignificant. The interpretation of the results can be explained as follows:

1. Marketing Ambidexterity Capability (X1) directly has a positive and significant influence on business resilience (Y) with p-value = 0.000 < 0.05. This coefficient shows that with good Marketing Ambidexterity Capability, it will increase business resilience. Thus, the first hypothesis was accepted.
2. Marketing Capability Dynamics (X2) has a positive and significant influence on business resilience with p-value = 0.004 < 0.05. This coefficient shows that good marketing capability dynamics will be able to increase employee business resilience. Thus, the second hypothesis is accepted.

3. Menegerial Agiliity (X3) had a positive and significant influence on Business Resilience (Y) with p-value = $0.044 < 0.05$. This coefficient shows that good national agility will increase business resilience. Thus, the third hypothesis is accepted.
4. Ambidexterity marketing Capability (X1) has a positive and insignificant influence on business sustainability (Y2) with p-value = $0.063 > 0.05$. This coefficient shows that the Ambidexterity Marketing Capability (X1) cannot improve business sustainability. Thus, hypothesis four was rejected.
5. Marketing Capability Dynamics (X2) has a positive and significant influence on business sustainability (Y2) with p-value = $0.039 < 0.05$. This coefficient shows that a high dynamic marketing capability (X2) is able to increase business sustainability. Thus, hypothesis five is accepted.
6. Menegerial Agiliity (X3) has a positive and significant influence on business sustainability (Y2) with p-value = $0.039 < 0.05$. This coefficient shows that a good Menegerial Agiliity (X3) is able to increase business sustainability (Y2). Thus, the six hypothesis was accepted.
7. Business resilience (Y1) has a positive and significant influence on business sustainability (Y2) with p-value = $0.000 < 0.05$. This coefficient shows that high business resilience (Y1) is able to improve business sustainability. Thus, the seven hypothesis is accepted.
8. Ambidexterity marketing Capability (X1) has a positive and significant effect on business sustainability through business resilience with p-value = $0.048 < 0.05$. This means that with high marketing ambidexterity, it will be able to increase business resilience and will subsequently have an impact on improving business sustainability in West Sulawesi province.
9. Marketing Capability (X2) dynamics have a positive and significant effect on business sustainability through business resilience with p-value = $0.016 < 0.05$. This means that good marketing capability dynamics will increase business resilience and subsequently can also increase business sustainability in West Sulawesi.
10. Menegerial agility (X3) has a positive and significant effect on business sustainability through business resilience with a p-value = $0.048 < 0.05$. This means that with good national agility, it will be able to increase business resilience and subsequently also increase business sustainability in West Sulawesi.

3. DISCUSSION

3.1 The effect of ambidexterity marketing capability on business resilience

Based on the results of statistical analysis, it is known that Ambidexterity Marketing Capability directly has a positive and significant effect on business resilience with a p-value = $0.000 < 0.05$. This coefficient shows that with good marketing Ambidexterity Capability, it will increase business resilience. Thus, the first hypothesis was accepted. The variables of Ambidexterity marketing Capability in this study use indicators of Ambidexterity Marketing Capability, Marketing Skills, Maintaining Customer Networks and Market Potential, Adapting to Digital Business. Each indicator can be explained as follows. First, the ability to experiment. Based on the results of the respondents' responses, it is known that the respondents' responses are in good criteria. This means that the respondents, in this case MSME business actors in West Sulawesi, understand correctly that when their business is in a bad state, or threatened by a disturbing situation, then they try to use their experimental abilities to quickly rise from the downturn. The results of this response support the theory put forward in the study (Shane and Venkataraman, 2000: 218), which states that experimental ability is a phenomenon of discovery, evaluation, and exploitation of opportunities. This means that the activities of business actors with an entrepreneurial spirit, through discovery (exploration) and exploitation. The results of this study theoretically show that business experiments carried out by business actors can have an effect on exploration as a dimension of ambidexterity (Ahmadi, M., Osman, M. H. M., & Aghdam, M. M. 2020). The results of this response are in accordance with the theory of Tomke Stevan (2020:4), that the experimental ability of business people provides a great competitive advantage.

3.2 The effect of dynamic marketing capability on business resilience

Based on the results of statistical analysis, it is known that Dynamic Marketing Capability directly has a positive and significant influence on business resilience with p-value = $0.004 < 0.05$. This coefficient shows that good marketing capability dynamics will be able to increase business resilience. Thus, the

second hypothesis is accepted. Based on the respondents' responses, it is known that the respondents' response criteria are included in the good category. This can be explained as follows. The first indicator is that business actors make market learning and market opportunity identification effective. The results of this study are in accordance with the theory (Teece, Pisano, & Shuen, 1997) that dynamic capability, is a theory that examines how companies integrate, build, and reconfigure internal and external company-specific competencies into new competencies that are appropriate for a volatile environment, by identifying changes in trends, consumer preferences, or policy changes that affect their business, and responding with marketing strategies accordingly. The results of this study are in line with the research of García-Valenzuela, V.M., Jacobo-Hernandez, C.A. and Flores-López, J.G. (2023), on 216 SMEs in Mexico found that dynamic capabilities have a positive and significant effect on business resilience.

3.3 The effect of Managerial agility on business resilience

Based on the results of the study, it was stated that managerial agility had a positive and significant influence on Business Resilience (Y) with $p\text{-value} = 0.044 < 0.05$. This coefficient shows that good managerial agility will increase business resilience. Thus, the third hypothesis is accepted. Each indicator can be explained as follows. First, Leaders must be inclusive with change and anticipatory abilities in business challenges. Based on the results of respondents' responses, it is known that the dominant one gives a positive answer to business resilience. The results of this response show that MSME actors in West Sulawesi understand how important it is. The results of this study are in accordance with the research of Mardian MT, (2024), which explains that successful leaders in the current situation are flexible managers, and able to adapt to a rapidly changing business environment. Research by Santi Nururly, (2021), also found that agility leadership has a positive effect on the growth and development of an organization. This is because agile is the ability to take wise and effective actions in the midst of complex problems and complex conditions that change rapidly.

Leadership agility has to do with flexibility and adaptability implies a deliberate proactive attitude. Nurfitri and Tinka et.al, (2024), in their research, agile leadership has four aspects, namely agility in setting context, stakeholder agility, creative agility, and self-leadership agility. Research (Joiner, 2019), confirms that Agile Leadership is an urgent need for organizations to respond quickly to uncertainty, radical changes, complexity in both internal and external environments based on knowledge and the dynamic business world. The results of this study are in line with the research of Siregar A.A. (2024). Agile leadership plays an important role in developing political, social, and agile abilities in an organization. However, only through political ability and organizational agility can the role significantly affect business sustainability.

3.4 The effect of ambidexterity marketing capability on business sustainability.

Based on the results of the study, it is found that Ambidexterity Marketing Capability has a positive and insignificant influence on business sustainability with $p\text{-value} = 0.063 > 0.05$. This coefficient shows that Ambidexterity marketing Capability cannot improve business sustainability. Thus, hypothesis four was rejected. Based on the results of the questionnaire's response, it is known that the respondents gave responses in good criteria. This means that business actors understand that it is very important to understand the new product in business in difficult situations. The first indicator is the ability to experiment. Based on the results of the respondents' responses, in general, they give responses with good criteria. The results of this study theoretically certify that Ambidexterity in the context of marketing refers to the ability of an organization to simultaneously explore new innovations and leverage proven practices. However, marketing ambidexterity capabilities do not always directly correlate with improving business sustainability. This result is in accordance with the research of Saleh Mohammed Zahid, et.al (2023), in his research explaining that ambidexterity, has a great influence on customer and business value, so that companies can grow.

The results of this study are in line with the research of Jacobs, M., & Maritz, R. (2020), which states that exploration and exploitation are positively and significantly related to company performance. In Cancela et.al's research (2022), it is also explained that theoretically, the dimension of ambidexterity is exploitation related to efficiency and trade offs. The results of this study are also in accordance with the research of Kowalik, I. & Plesniak, A. (2022), Ambidexterity of innovation is related to market sensing, focus on opportunities, proactive orientation, and adaptation strategies implemented by manufacturing SMEs in Poland. Javier Fernando Del Carpio, (2022), who conducted

research in Peru, found that innovation determination is the skill knowledge of business actors, in developing businesses sustainably. Research by Meryem Cheggag, Chams-Eddoha Mokhlis, (2023), innovation can be a driver for organizational resilience in times of crisis.

3.5 The effect of marketing capability dynamics on business sustainability

Based on the results of the study, it was stated that the marketing Capability Dynamics had a positive and significant influence on business sustainability with $p\text{-value} = 0.039 < 0.05$. This coefficient shows that high marketing capability dynamics are able to improve business sustainability. Thus, hypothesis five is accepted. Each indicator will be explained as follows. The first is market learning. Based on the results of the respondents' answers, it is known that the respondents understand the importance of market learning. Market learning refers to the process by which an organization or individual collects, analyzes, and understands information about the markets in which they operate. The main goal of market learning is to gain better insights into consumer needs, preferences, behaviors, and trends, as well as the competitive dynamics in that market. The results of this study are in accordance with the research of Famela Sophya Suciati, et.al, (2020), which found that there is a significant influence of marketing capability variables on marketing performance. According to research (Hoiron, Wahyudi, Puspitaningtyas, 2018), every time running a business, the company must have the ability to market the products produced by the company well in order to create good marketing performance and in accordance with the goal made by the company, which is to generate increased profits from the previous year to the maximum for the business. The results of this study are in line with business sustainability indicators, namely how to improve marketing performance.

3.6 The effect of managerial agility on business sustainability

Based on the results of the research analysis, it was stated that Managerial Agility had a positive and significant influence on business sustainability with $p\text{-value} = 0.039 < 0.05$. This coefficient shows that good Prosperity is able to increase business sustainability. Thus, the six hypothesis was accepted. Managerial agility, in this study uses several indicators. Each indicator can be explained as follows. The first indicator Leaders must be inclusive with change and anticipatory capabilities in business challenges. Based on the results of the study, it is known that inclusive indicators have received a good response from business actors. This means that the perpetrator understands well how a manager or leader must have agility, versatility, and adaptability in a variety of complex situations. In relation to business sustainability, agility leadership is related to dynamic capabilities. The results of this study, submitted to the research of Akkaya (2020), show that managers who show agile leadership can directly or indirectly improve the company's dynamic abilities through a favorable organizational environment, motivate employees to practice open-mindedness, live an exemplary and innovative life. Furthermore, leaders create suitable conditions for employees to convey their knowledge and channel creativity in developing the organization. The results of this study are also in line with the research of James, Donal Devi Amdanata, (2023), which states that agile leadership provides a clear direction in the face of increasingly open and complex competition.

3.7 The effect of business resilience on business sustainability.

Based on the results of the study, it was stated that business resilience had a significant positive effect on business sustainability with $p\text{-value} = 0.000 < 0.05$. This coefficient shows that high business resilience (Y1) is able to improve business sustainability. Thus, the seven hypothesis is accepted. Business resilience in this study uses several indicators, each of which is described as follows. First, an optimistic attitude. Based on the results of the research analysis, it is known that respondents gave a good response to an optimistic attitude. Lea Marsita Sari, et.al (2021), Optimism has a significant positive correlation with entrepreneurial creativity in MSME actors. This research is also in line with the research of Li S, Wu D and Sun Y (2021), which states that entrepreneurial optimism has a positive and significant effect on the sustainability of new business performance. Barnet and Anderson (2020), explained in their research, that individuals who have optimism will have a positive life expectancy that will influence the character to confidently act and know until how well they act to see the potential and get out of all difficulties.

The results of this study are in line with the research of Halik, and Jahroh, (2019), stating that business partnerships have a positive and significant effect on revenue. Research by Anggi Panulu, Muji Gunarto, (2022) states that Business Partnerships have a significant positive effect on business

performance. Trine Pangau, (2017), also stated in his research that partnerships have an effect on the business performance of MSMEs. The partnership program can be interpreted as a program to improve the ability of small businesses to become resilient and independent through the use of capital and technology support (Rusli D, 2024). This partnership program aims to improve the ability of small businesses to become resilient and independent through support for capital, as well as professional and skilled Human Resources training to support marketing and business continuity in the future (Baroncelli, 2020).

3.8 The indirect influence of ambidexterity marketing capability on business sustainability through business resilience.

Based on the results of the research analysis, it is known that Ambidexterity Marketing Capability has a positive and significant effect on business sustainability through business resilience with $p\text{-value} = 0.048 < 0.05$. This means that with high marketing ambidexterity, it will be able to increase business resilience and will subsequently have an impact on improving business sustainability in West Sulawesi province. The strong relationship between ambidexterity, marketing capabilities, business resilience, and business sustainability of MSMEs demonstrates the importance of integrated management of these aspects to ensure sustainable business growth and continuity in a dynamic and often uncertain market.

These results are also in line with the research of Hisham Abu Sitta & Mohannad AlNujoom, (2021), and Kowalik, I. & Plesniak, A. (2022), which stated that ambidextrous marketing capabilities are a source of strengthening business resilience for long-term goals, by implementing efficiency and innovation strategies, as well as risk management. The results of this study are in accordance with the research of Aldianto et.al, (2021), which states that factors that affect the success of business resilience include innovation ambidexterity, dynamic ability, technological ability, agility leadership, and knowledge. With the results of this study, business resilience as an intervening variable in this study, can strengthen the relationship between ambidexterity and the business sustainability of MSME actors.

3.9 The indirect influence of marketing capability dynamics on business sustainability through business resilience.

Based on the results of the research analysis, it was stated that the marketing Capability Dynamics had a positive and significant effect on business sustainability through business resilience with $p\text{-value} = 0.016 < 0.05$. This means that good marketing capability dynamics will increase business resilience and subsequently can also increase business sustainability in West Sulawesi. Based on the results of the analysis, the average response to the Dynamic Marketing Capability indicator is 3.48, meaning that it is in good criteria. The indirect influence of marketing capability dynamics on business sustainability through business resilience. Based on the results of the research analysis, it was stated that the marketing Capability Dynamics had a positive and significant effect on business sustainability through business resilience with $p\text{-value} = 0.016 < 0.05$. This means that good marketing capability dynamics will increase business resilience and subsequently can also increase business sustainability in West Sulawesi. Based on the results of the analysis, the average response to the Dynamic Marketing Capability indicator is 3.48, meaning that it is in good criteria. The results of this study support the research of Akpan et.al (2022), which found that dynamic capabilities strengthen the resilience of manufacturing companies, so company managers must encourage rapid response to environmental changes, by improving the ability of their employees to detect, monitor and respond to environmental volatility. The results of this study show that to achieve business sustainability by using indicators of sales growth rate, market share growth, event points and the availability of generations who can continue business from MSME business actors, business actors must have good resilience conditions, by strengthening Market Learning, Market Information, Digital Marketing Knowledge and Capital Accessibility.

3.10 The indirect influence of menegeraal agility on business sustainability through business resilience.

Based on the results of the analysis, it is known that Menegerial agility has a positive and significant effect on business sustainability through business resilience. This means that with good national agility, it will be able to increase business resilience and subsequently also increase business

sustainability in West Sulawesi. Based on the results of this study, the relationship between managerial agility, business resilience and business sustainability refers to the ability of managers or leaders to identify, respond to, and adapt to rapid and complex changes in the business environment. The results of this study illustrate that agility in the 21st century is no longer an option, but a necessity for organizations. Managerial agility includes the ability of managers or leaders to adapt to a rapid business environment, be able to respond to market changes or unexpected external conditions, make timely decisions, namely the ability to make effective and appropriate decisions in complex and changing situations, and manage uncertainty with adaptive and innovative strategies.

The results of this study theoretically confirm that managerial agility plays an important role in building business resilience, which ultimately supports business sustainability. By having managers who are able to identify, respond and manage change quickly and effectively, companies can strengthen their position in facing dynamic and complex market challenges, and maximize opportunities for long-term growth and sustainability. Managerial agility helps improve business resilience by enabling managers to proactively identify risks, design risk mitigation strategies, and respond quickly to market changes. Thus, companies become better prepared to face challenges and crises, which in turn increases the likelihood of long-term business sustainability.

4. CONCLUSION AND SUGGESTIONS

1. Marketing Ambidexterity Capability directly has a positive and significant effect on business resilience. This shows that with good Marketing Ambidexterity Capability, it will increase business resilience. Thus, the first hypothesis was accepted.
2. The dynamics of marketing capability have a positive and significant effect on business resilience. Thus, the second hypothesis is accepted.
3. Managerial Agility has a positive and significant effect on Business Resilience. This coefficient shows that good national agility will increase business resilience. Thus, the third hypothesis is accepted.
4. Ambidexterity marketing capability has a positive and insignificant effect on business sustainability. This coefficient shows that marketing ambidexterity capability cannot improve business sustainability, thus, hypothesis four is rejected.
5. The dynamics of marketing capability have a positive and significant effect on business sustainability. Thus, hypothesis five is accepted.
6. Managerial Agility has a positive and significant effect on business sustainability. This coefficient shows that good Prosperity is able to increase business sustainability. Thus, the six hypothesis was accepted.
7. Business resilience has a positive and significant influence on business sustainability. This coefficient shows that high business resilience is able to increase business sustainability. Thus, the seven hypothesis is accepted.
8. Ambidexterity marketing capability has a positive and significant effect on business sustainability through business resilience. This means that with high marketing ambidexterity, it will be able to increase business resilience and will subsequently have an impact on improving business sustainability in West Sulawesi province.
9. The dynamics of marketing capability have a positive and significant effect on business sustainability through business resilience with. This means that good marketing capability dynamics will increase business resilience and subsequently can also increase business sustainability in West Sulawesi.
10. Managerial agility has a positive and significant effect on business sustainability through business resilience. This means that with good national agility, it will be able to increase business resilience and subsequently also increase business sustainability in West Sulawesi.

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