

A Systematic Literature Review of Fleksibilitas Dan Budaya Organisasi Penting Bagi UKM Di Pasar Yang Kompetitif

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ABSTRACT: Small and Medium Enterprises (SMEs) play an important role in driving global economic growth, but often face major challenges in responding to fast-changing market dynamics. Limited resources, a volatile business environment, and intense competition require SMEs to have effective adaptive strategies. Operational flexibility is emerging as a key element that enables SMEs to adapt to these changes, but previous literature shows gaps in understanding how this flexibility is applied to improve business efficiency. Furthermore, there is a lack of in-depth exploration of how adaptive organizational culture interacts with operational flexibility to create competitive advantage, especially in the context of SMEs in emerging markets.

This research aims to explore two main questions: (1) How does operational flexibility help SMEs adapt to market dynamics and improve business efficiency? (2) How does the interaction between adaptive organizational culture and flexibility create competitive advantage for SMEs? This study uses a Systematic Literature Review (SLR) approach to analyze the relevant literature, covering 16 primary sources that have been selected based on certain criteria to ensure the quality and relevance of the research.

The results show that operational flexibility enables SMEs to respond quickly to market changes through resource optimization and strategic decision-making. This flexibility also helps improve operational efficiency by enabling SMEs to adopt technological innovations and adjust their business strategies according to market needs. Moreover, the interaction between operational flexibility and an adaptive organizational culture, supported by values such as collaboration, innovation, and learning, is shown to create dynamic capabilities that strengthen SMEs' competitiveness.

This research contributes to the literature by providing a deeper understanding of the strategic role of operational flexibility and adaptive culture in supporting SME performance. Key recommendations include the importance of integrating operational flexibility with the development of an adaptive organizational culture as a holistic strategy to improve SMEs' competitiveness in an increasingly competitive market.

KEYWORDS: SMEs, operational flexibility, adaptive organizational culture, dynamic capabilities, business efficiency, competitive advantage.

I. INTRODUCTION

Small and Medium Enterprises (SMEs) play a very important role in driving economic growth in various countries, including on a global scale. SMEs are not only the main driver in creating jobs, but also contribute significantly to the development of local innovation and strengthening the competitiveness of the national economy. However, despite their strategic role, SMEs are faced with complex challenges, especially when it comes to adapting to changing market dynamics. Some of the key challenges that SMEs often face include limited resources, such as access to capital, technology, and expertise, as well as the volatility of the business environment influenced by market fluctuations, regulatory changes, or competitive pressures from larger companies.

In the context of these challenges, operational flexibility becomes a core capability that is very important for SMEs. Operational flexibility provides opportunities for SMEs to respond to market changes quickly and efficiently, for example by optimally utilizing available resources and making adjustments to ongoing business strategies or processes. The ability to make quick and informed decisions is also an integral part of this flexibility, which ultimately supports improved operational efficiency and strengthens SMEs' competitiveness in a competitive market.

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This systematic literature review was designed to evaluate the current state of knowledge regarding the importance of Flexibility and Organizational Culture for SMEs in Competitive Markets. With reference to The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA), this study reviewed 18 articles as of December 7, 2024 with a literature search of the Scopus database. This review examines how organizational culture and flexibility can help SMEs improve their competitiveness by: Creating strong market capabilities, Creating competitive advantage, Maintaining good customer relations, Increasing employee loyalty, Increasing corporate trust and reputation.

A good organizational culture in SMEs can be formed by: Good leadership, Clear vision and mission of the company, Togetherness between business owners and employees, Flexibility in running the business.

The main purpose of this SLR is to:

1. Identify and synthesize empirical evidence on the relationship between organizational flexibility, corporate culture, and SME performance
2. Analyze best practices in building flexibility and a culture that supports competitive advantage
3. Develop a conceptual framework that can assist SMEs in optimizing their organizational flexibility and culture

The significance of this research lies in its contribution to theory and practice. Theoretically, this SLR will fill the gap in our understanding of how soft (culture) and hard (flexibility) organizational factors interact in the context of SMEs. Practically, the findings from this study will provide guidance for SME owners and managers in developing more adaptive and culturally strong organizations, as well as assist policy makers in designing more effective support programs for the SME sector.

SLR emphasizes a systematic process of literature search, abstraction, and synthesis (Yang et al., 2017). Systematic reviews can include knowledge generated through qualitative and quantitative approaches (Pickering & Byrne, 2014). Practical, objective and reliable discussions and findings are provided by SLRs. SLR presents a great opportunity for academics and practitioners to apply existing knowledge for policy-making and future research (Pahlevan-Sharif et al., 2019). The methodology is particularly effective in planning field coverage (Pickering & Byrne, 2014). In this study, five steps of SLR were conducted, which were adapted from (Pickering & Byrne, 2014).

METHOD

This SLR explores how Flexibility and Organizational Culture Matter for SMEs in Competitive Markets” has been examined earlier in this study. topic, context, sample, methods, findings, and future research. The SLR began by setting the objectives of the review as described in detail in the previous section. This literature review answers the following research question: How Flexibility and Organizational Culture Matter for SMEs in Competitive Markets”

1. Literature Review Protocol

The review protocol contains the database, search terms, and literature selection criteria. The following word scheme was used to obtain research exploring “Flexibility and Organizational Culture are Important for SMEs in Competitive Markets” (“Small businesses” OR “SMEs” OR “small and medium enterprises” OR “entrepreneurship” OR “micro businesses”) AND (“competitive markets” OR “market changes” OR “market competition” OR “market environment”) AND (“Flexibility” OR “Agility” OR “Adaptability” OR “Resilience”). To achieve multidisciplinary coverage and relevant literature was searched in the scopus database of the most significant small and medium enterprises. Although previous systematic reviews mostly considered two to three databases (Yang et al., 2017), this research review is only from the main data i.e. Scopus. The data search in this study includes research titles, keywords, abstracts, or texts, and published in English academic journals in the time span of 2019 to 2024. The selection of English is due to the main language of international academic publishing (Kristjánsdóttir et al., 2018), so in this research review, the main reason for selecting peer-reviewed academic journals published in English and covering a period of 5 years.

2. Literature Screening

The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) was used for screening the literature on which this research review was based (Haddaway et al., 2022). The PRISMA conducted in this study (Haddaway et al., 2022) outlines the steps to be followed to conduct the review and generate reliable data. The PRISMA methodology will contribute to a clearer understanding of the conduct, quality and rigor of systematic reviews. The rationale behind the choice of PRISMA (Marek et al., 2009) over other existing protocols lies in the recognition of its comprehensiveness, its use in several disciplines around the world, and the benefit of potentially improving consistency across reviews (Pahlevan-Sharif et al., 2019).

As of December 9, 2024, a literature search of the Scopus database resulted in 79 findings, consisting of 69 articles, 6 earlycite articles, and 4 book parts. In the first stage, the selection process was limited to the time span from 2013 to 2024, resulting in 69 findings, consisting of 59 articles, 6 earlycite articles, and 4 book parts. In the second stage of the selection process, 6 earlycite articles and 4 book parts were removed, so that only 59 articles were used. In the third stage, 4 articles were

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removed for duplicate research (overlapping), leaving 55 articles. In the last stage, conformity with the literature selection criteria was carried out, where the existing articles were carefully reviewed one by one based on the selection criteria, at this stage 22 articles were deleted because they did not match the topic, 3 bibliometric articles, 4 unindexed scopus articles, After this comprehensive stage, 26 articles were considered eligible and selected for final synthesis and analysis. The selection process in this study is shown in Figure 2.

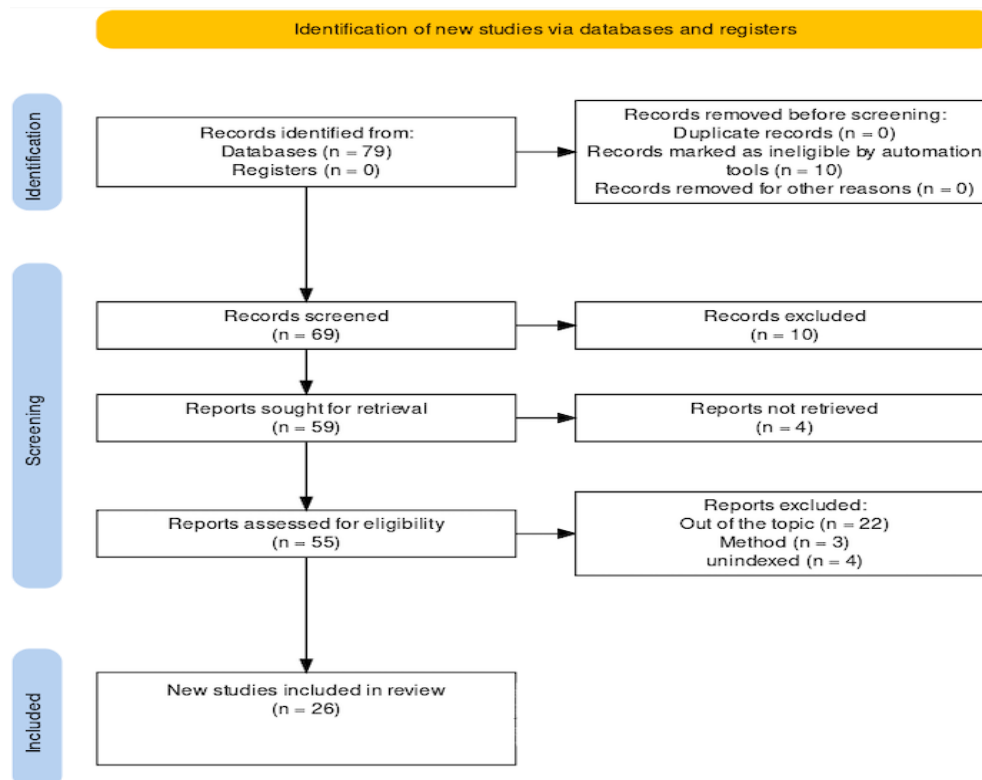


Figure 2. PRISMA Flowchart

a. General Overview

In this study, the International Scientific Journals used are based on the journal rankings on the SCImago page in 2024. The international scientific journals used in this study are presented in Table 1, as follows:

Table 1. Recapitulation of Scientific Journals

Peringkat Scimago Tahun 2024	Nama Jurnal	Jumlah Article
Q1, SJR 1,69	Journal of Product & Brand Management	3
Q1, SJR 1,33	International Journal of Bank Marketing	1
Q1, SJR 1,27	European Journal of Marketing	5
Q1, SJR 1,17	International Journal of Retail & Distribution Management	1
Q1, SJR 0,96	Asia Pacific Journal of Marketing and Logistics	1
Q1, SJR 0,91	Journal of Business & Industrial Marketing	1
Q1, SJR 0,88	Journal of Consumer Marketing	4
Q1, SJR 0,83	Young Consumers	3
Q2, SJR 0,79	Journal of Islamic Marketing	2
Q2, SJR 0,71	Journal of Social Marketing	1
Q3, SJR 0,91	Journal of Fashion Marketing and Management	1
Q3, SJR 0,46	Qualitative Market Research	2
Q3, SJR 0,28	Journal of Historical Research in Marketing	1
Jumlah Article		26

Source: Data processed by researchers, 2024

Diagram 1 shows the number of articles distributed in each year, starting from one publication in 2013; the number shows an increasing trend, from 2013 to 2017, with the number of articles published respectively totaling one article in 2013, 2 articles in

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2016, and 3 articles in 2017. In 2018 there was a decrease to 2 articles. Meanwhile, in 2019 the number of articles jumped to five articles, in 2020 there were four articles and in 2021 there were five articles. In 2022 there was a decrease, namely 1 article. In 2023 the number of articles was 2 articles and in 2024 there was 1 article.

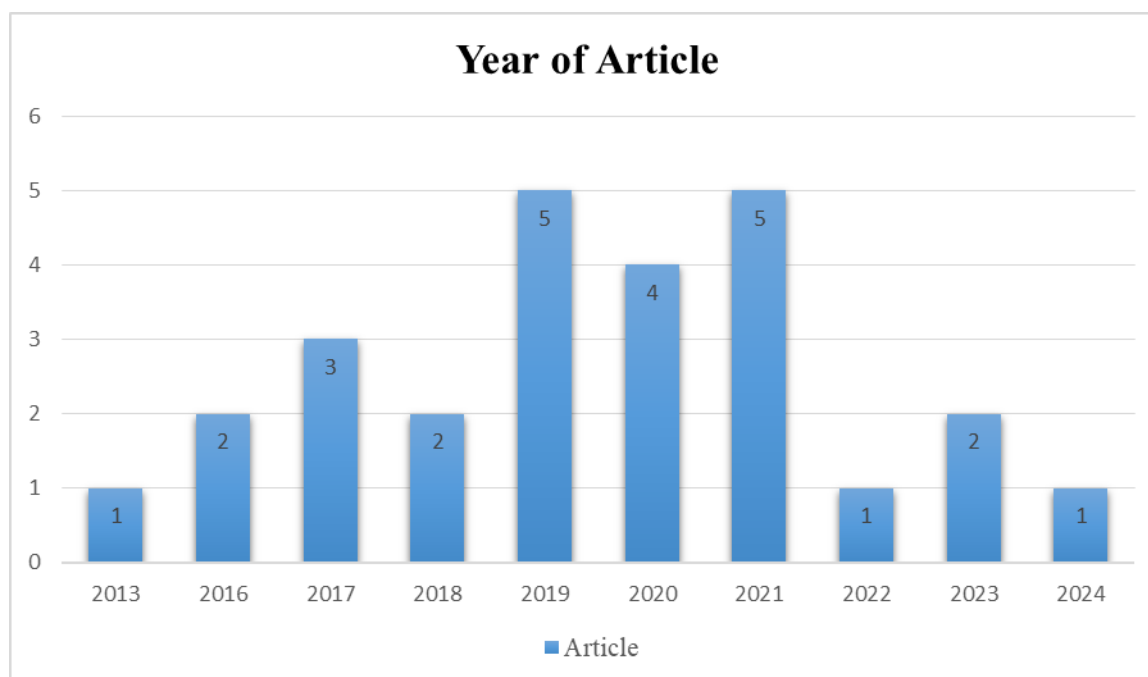


Diagram 1. Number of Articles per Year

3. RESULTS

The results section extensively describes the evolution of the literature and content analysis for the publication years from 2013 to 2024. Through content analysis, authors, journals, and research designs (research subjects, research methods, and geographical locations) of femvertising practices on customer behavior. Table 2 shows the articles selected for content analysis in summary form. The following are the characteristics of the selected articles: (a) the femvertising practices studied, (b) the author of the article and the year of publication, (c) the research design i.e. the subject theme, population, geographical area of research, and research methods used, and (d) the theory used in building the research framework. SLR results are based on these four characteristics to analyze how femvertising is understood and develops over time.

1	Different women, different viewpoints: age, traits and women's reaction to advertisements	(Branchik et al., 2021) USA	This study analyzes the appeal of advertisements targeting women of different age groups in ariq magazines, emphasizing the differences in the appeal used.	Three studies used 10 iterations of alcoholic beverage advertisements. The ads varied in the number of models, the age of the models, and the value messages of the ads. Groups were divided into pre-millennial (35 years and older) and millennial (18-34) age groups. Subjects responded to various statements related to the ads.	T/A
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				ANOVA was run to determine significant differences or similarities between groups.	
2	Do you remember me? Women sexual objectification in advertising among young consumers	(Vargas-Bianchi & Mensa, 2020)	This research examines the impact of sexual objectification of women in advertisements on brand recall among young millennials, and highlights that young women, rather than men, tend to recall brand names from advertisements with sexual objectification content.	This study utilized a correlational design that included two studies with different groups of subjects: an assessment of perceived levels of female sexual objectification in a series of advertisements and a quasi-experimental study that utilized assessments of perceived levels of female objectification and brand names in the short-term given a number of such advertisements, with and without a distractor intervention.	T/A

Source: Data processed by researchers, 2024

Positive attitudes towards femvertising are associated with liking ads described as “funny”, “with a message”, and “emotional”. Gender equality may be widely accepted across social strata because of the link between female empowerment and economic benefits (Abitbol, 2020). This of course relates to the important role of emotions in organizational buying behavior, the impact of emotions on decision-making at every stage of the buying cycle, and the importance of brands connecting with buyers emotionally (E. A. Kemp et al., 2018). Ads that use emotion-based themes encourage brand engagement and advocacy, and organizational status influences the relationship between reliance on facts and receptivity to emotion-based advertising (E. Kemp et al., 2020).

Male and female consumers react differently to female empowerment and gender stereotyping ads. Gender-stereotypical ads impacted the attitudes of both genders, influencing male consumers' purchase intentions but not female consumers' purchase intentions. Female empowerment ads had a significant impact on brand attitudes among female consumers, but not on their purchase intentions (Negm, 2024). There are eight factors that describe millennials' attitudes towards advertising in different countries, emphasizing the influence of cultural values on these attitudes, and stressing the importance of localizing advertising messages based on specificities.

CONCLUSIONS

The impact of female empowerment and gender-stereotyped advertising on consumer attitudes and purchase intentions, highlighting differences in reactions between male and female consumers, provides insights for developing effective advertising strategies (Negm, 2024). Urban respondents are more educated and supportive of gender equality, but not necessarily more positive towards femvertising (Abitbol, 2020). Whereas women's rights advocates and self-identified feminists are highly

receptive to femvertising, and structural equation modeling identified antecedents and consequences of attitudes towards femvertising (Sternadori, 2019).

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