

Market-Based Dynamic Capability Model with the Role of Government as Mediator for the Sustainability of SME Enterprises South Meruya, West Jakarta

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Abstract

Purpose: To examine how market-based dynamic capabilities influence SME sustainability in South Meruya, West Jakarta, emphasizing the mediating role of government support.

Method: A conceptual model grounded in Resource-Based and Market-Based View theories was tested using questionnaire data from 25 SMEs, analyzed via Structural Equation Modeling (SEM).

Practical Applications: Findings inform targeted training programs and policy frameworks that strengthen SMEs' adaptive capacity, export orientation, and responsiveness to sustainability demands through enhanced market-based knowledge and resource integration.

Conclusion: Dynamic capabilities are effectively cultivated when SMEs strategically align market-oriented resources, capabilities, and knowledge within volatile, competitive environments, with government support critically mediating these relationships to foster long-term business sustainability.

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Introduction

The rapid progress of transformation has significantly altered the business environment, presenting both opportunities and challenges for Small and Medium Enterprises (SMEs). In SME Enterprises South Meruya, West Jakarta, where SMEs operate in an increasingly digitalized economy, this transformation is crucial as SMEs strive to remain competitive and resilient. How SMEs strategically respond to these changes to improve their performance requires leveraging innovation, digital IT capabilities, and adaptive business strategies that align with evolving market demands (Li & Liu, 2014; Probohudono et al., 2025; Tarihoran et al., 2023).

National Small and Medium Enterprises (SMEs) have become a crucial pillar for the SME Enterprises South Meruya, West Jakarta and Indonesian Government in maintaining economic stability (Harvie, 2019; Maksum et al., 2020). Despite contributing to economic growth and development, SMEs still face challenges in acting as key players in the public sector procurement process, particularly regarding regulatory compliance, digital readiness, and competitive bidding capacity (Liu et al., 2024; Susantya et al., 2022). Strong SME capabilities are needed to optimize their involvement in the public market procurement sector, including enhanced managerial competencies, technological adoption, and strategic alignment with government procurement frameworks (Hadi et al., 2025; Ng'ora et al., 2022; Probohudono et al., 2025).

On the other hand, aspirations in the economic, social, and environmental dimensions are a shared responsibility that must be fulfilled by SMEs, the government, and the wider community. Promoting sustainable procurement is a challenge for SMEs, requiring integration of green innovation practices, circular economy principles, and triple bottom line accountability into core business operations (Hardyment, 2024; Jun et al., 2021). Therefore, SME actors must have high competitiveness and awareness of these aspirations, supported by capacity-building initiatives that foster environmental stewardship alongside economic performance (Hadi et al., 2025; Liu et al., 2024; Maksum et al., 2020).

In a dynamic and competitive market, organizations need dynamic capabilities beyond routine capabilities to thrive. Although numerous studies on dynamic capabilities have been conducted, few have included micro-enterprises as focal units of analysis, creating a significant gap in understanding how the smallest business entities adapt to volatility and uncertainty (Li & Liu, 2014; Tarihoran et al., 2023; Wilden et al., 2013). This gap is particularly salient in emerging urban economies where micro-enterprises constitute the backbone of local employment and community resilience yet remain underrepresented in strategic management scholarship (Jayaram et al., 2014; Ng'ora et al., 2022).

Training for SMEs is crucial for improving technical and managerial skills, adopting new technologies, better managing finances, and enhancing product quality and competitiveness. Training also helps create more effective strategies, expand business networks, and ultimately drive overall business and economic growth (Maksum et al., 2020; Ng'ora et al., 2022; Probohudono et al., 2025). Effective managerial skills can play a key role in the internal governance of micro- and small businesses, enabling SMEs to survive, compete, and thrive in a dynamic business environment. However, due to low absorption capacity, many SME entrepreneurs and managers lack the necessary managerial skills, underscoring the need for contextually tailored, iterative learning interventions that bridge theory and practice (Jayaram et al., 2014; Ng'ora et al., 2022; Wilden et al., 2013).

In a dynamic and competitive market, SMEs require a Dynamic Capability Model (DCM) beyond routine capabilities to thrive and excel. Although many studies have been conducted on Dynamic Capacity (DCAP), only a few have included micro-enterprises as research subjects (Tarihoran et al., 2023; Wilden et al., 2013), so this study aims to develop a context model of Market-Based Dynamic Capability for the Sustainability of micro, small, and medium enterprises (SMEs) in SME Enterprises South Meruya, West Jakarta. By centering micro-enterprises within the dynamic capabilities framework, the research responds

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to calls for more inclusive, granular investigations that capture the heterogeneity of SME experiences across institutional and market contexts (Li & Liu, 2014; Ng'ora et al., 2022; Probohudono et al., 2025).

Based on the research context regarding the sustainability of SME enterprises in South Meruya, West Jakarta, this study addresses several critical inquiries concerning the interplay between market factors, organizational capabilities, and governmental influence. Specifically, the research investigates whether market dynamics and competitive intensity significantly influence the formation of dynamic and competitive markets, as well as whether market-based knowledge management exerts a significant effect on market-based dynamic capabilities. Furthermore, the study examines the mediating role of government support in three key relationships: first, between market dynamics and competitive markets and market-based dynamic capabilities; second, between market-based knowledge and market-based dynamic capabilities; and third, between market-based resources and capabilities and market-based dynamic capabilities. By exploring these interconnected pathways, the research aims to elucidate how external market pressures and internal knowledge-resource configurations, facilitated by governmental intervention, collectively contribute to strengthening the dynamic capabilities essential for SME sustainability in an increasingly volatile business environment (Hadi et al., 2025; Kaya, 2019; Liu et al., 2024).

Method

This research employs a comprehensive mixed-methods approach to systematically investigate the complex interplay between dynamic and competitive markets, market-based dynamic capabilities, government intervention, and long-term sustainability within small and medium enterprises (SMEs) in South Meruya, West Jakarta. The quantitative phase is anchored in a structured survey instrument, rigorously adapted from previously validated scales to ensure reliability and construct validity. This instrument captures both boundary variables—including dynamic and competitive markets, market-based dynamic capabilities, government support, and sustainability—and core independent variables such as dynamic markets, competitive intensity, market-based knowledge management, and market-based resources and capabilities. Data gathered through enterprise-wide surveys are analyzed using Structural Equation Modeling (SEM) to empirically test causal relationships, evaluate model fit, and examine the mediating effect of government support within the proposed conceptual framework. Concurrently, the qualitative dimension is executed through in-depth interviews with key stakeholders, including SME owners, managerial staff, frontline employees, and representatives from the South Meruya and West Jakarta Cooperatives. This dual-track design ensures that statistical findings are grounded in real-world operational contexts, allowing for a nuanced interpretation of how external market pressures, internal resource configurations, and institutional support collectively shape SME resilience and adaptability.

The research procedure unfolds through five sequential yet iterative stages designed to maintain methodological rigor and practical relevance. It begins with an extensive literature review to identify critical theoretical gaps concerning resources, market orientation, knowledge integration, dynamic capabilities, governmental roles, and sustainability, ultimately yielding an initial conceptual framework grounded in the Resource-Based View, Market-Based View, Knowledge-Based View, and the Triple Bottom Line paradigm. Following framework development, data collection is executed across both survey and interview channels to generate robust quantitative datasets and rich qualitative transcripts. The subsequent analytical phase integrates thematic coding of interview narratives with SEM-based hypothesis testing and strategic simulation, enabling the evaluation of market-driven, sustainability-oriented capability strategies under varying business conditions. The final stage synthesizes empirical outcomes into actionable policy recommendations, theoretical advancements, and scholarly publications targeted at reputable academic journals. By bridging statistical validity with contextual depth, this methodological architecture not only

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advances theoretical discourse on dynamic capabilities in emerging markets but also delivers practical, evidence-based guidelines for policymakers, cooperative administrators, and SME practitioners aiming to foster sustainable, market-responsive business ecosystems in West Jakarta and across Indonesia.

Result

The community service activity (*Pengabdian Kepada Masyarakat/ PKM*) themed "Product Quality and Quality Management for Residents of RW 8 Meruya Selatan, West Jakarta for Business Sustainability and Environmental Sustainability" was successfully implemented on April 7, 2026, at the Meruya Selatan Village Hall in West Jakarta. This initiative represented a collaborative effort between lecturers and students of Mercu Buana University Jakarta and the local Meruya Selatan Village administration, specifically targeting RW 8 residents engaged in small and medium enterprises. The event attracted 20 participants, comprising business owners aged between 25 and 60 years, who actively engaged in the knowledge-sharing sessions. To ensure the smooth execution of the program, comprehensive logistical support was provided, including laptops, LCD projectors, complete sound systems, participant questionnaires for feedback collection, and souvenirs as tokens of appreciation. The activity was designed not merely as a one-time educational event but as part of a sustained commitment to community development, with plans for continued assistance and guidance to RW 8 residents following the initial training session. Documentation of the event was thoroughly maintained through photographs and videos featuring participants and sub-district officials, alongside strategic coverage through online media platforms to amplify the reach and impact of the community service initiative.

Table 1. Rundown PKM Activities

No	Name of Activity	PIC
1	Registration	Student
2	Opening and prayer	MC
3	Village Head's Welcome	Muchamad Ghufri Fatchani, SM
4	Speech by UMB Representative	Dr. MM
5	Submission of Village Head Certificate	PKM Team
6	Photo with the Village Head	Student
7	Presentation of Resource Person 1	Dr. Zikri Muhammad
	Presentation of Resource Person 2	Dr. Sonny Indrajaya
	Presentation of Resource Person 3	Dr. TineYuliantini
	Presentation of Resource Person 4	Dr. Nia Kusuma Dr. Winda Widianty
11	Questions and Answers and Discussion	Student
12	Guidance Explanation	Student
13	Closing	Student
14	Photo with participants	Media
15	Distribution of Souvenirs	Student

Source: Author's Work, 2025.

The implementation of the PKM activity followed a well-structured rundown that facilitated meaningful engagement between all stakeholders. The event commenced with participant registration managed by student volunteers, followed by an opening ceremony and prayer led by the master of ceremonies. The Village Head of Meruya Selatan, Mr. Muchamad Ghufri Fatchani, SM, delivered a welcoming address emphasizing the importance of product quality management for local business sustainability, while Dr. Sonny Indrajaya, represented Mercu Buana University with a speech highlighting the institution's commitment to community

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empowerment. A symbolic certificate handover from the PKM team to the Village Head formalized the university-village partnership, followed by commemorative photographs. The core educational segment featured four expert presentations delivered by distinguished lecturers: Dr. Zikri Muhammad, Dr. Sonny Indrajaya, Dr. Tine Yuliantini, and Dr. Nia Kusuma, along with Dr. Winda Widianty, who collectively addressed theoretical frameworks and practical examples of product quality and quality management systems. An interactive question-and-answer session and discussion forum, facilitated by students, allowed participants to clarify concepts and share challenges, followed by detailed guidance explanations to ensure practical application of the knowledge acquired. The event concluded with closing remarks, group photographs with all participants documented by the media team, and the distribution of souvenirs to acknowledge participant engagement.

This product quality and quality management initiative serves as a strategic marketing tool and capacity-building intervention for the businesses of Meruya Selatan Village, directly contributing to the broader research framework on the Market-Based Dynamic Capability Model with the Role of Government as Mediator for the Sustainability of SME Enterprises in South Meruya, West Jakarta. Through this activity, RW 8 residents were able to absorb critical theories, examine real-world examples, engage in collaborative discussions, and receive commitments for ongoing mentorship, thereby strengthening their dynamic capabilities in response to market demands and competitive pressures. The integration of environmental sustainability principles within the quality management discourse further aligns local business practices with the Triple Bottom Line framework, emphasizing the balance between economic viability, social responsibility, and environmental conservation. By fostering enhanced product quality standards and systematic quality management practices, this community service activity not only addresses immediate business sustainability challenges but also contributes empirical insights to the research model examining how government support, market dynamics, knowledge management, and resource capabilities interact to shape SME resilience. The continued assistance promised to RW 8 residents ensures that theoretical knowledge translates into tangible operational improvements, ultimately creating a replicable model for SME development that can be scaled across West Jakarta and Indonesia, while simultaneously advancing academic understanding of market-based dynamic capabilities in emerging market contexts.

Figure 1. UMB lecturers and Student, SMEs South Meruya



Source: Private Documentation, 2025.

Discussion

The research program titled "Market-Based Dynamic Capability Model with the Role of Government as Mediator for the Sustainability of SME Enterprises South Meruya, West Jakarta" is designed to address six critical inquiries that collectively advance understanding of how external market forces and institutional support shape small business resilience.

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Specifically, the study investigates whether market dynamics and competitive intensity significantly influence the formation of dynamic and competitive markets, and whether market-based knowledge management exerts a meaningful impact on market-based dynamic capabilities. Furthermore, it examines the mediating role of government support across three pivotal relationships: between market dynamics and competitive markets and dynamic capabilities; between market-based knowledge and dynamic capabilities; and between market-based resources and capabilities and dynamic capabilities. Grounded in integrative theoretical perspectives—including the Resource-Based View, Market-Based View, Knowledge-Based View, and institutional theory—this program seeks to generate empirically robust insights that clarify the mechanisms through which SMEs in emerging urban contexts can adapt, innovate, and sustain growth amid volatile market conditions (Li & Liu, 2014; Tarihoran et al., 2023; Wilden et al., 2013).

This initiative is executed through a strategic collaboration between lecturers and students of Mercu Buana University, Jakarta, and the administrative leadership of South Meruya Sub-district, West Jakarta, ensuring that academic rigor is consistently aligned with community needs and local policy priorities. The training activities follow a systematic six-stage methodology: beginning with the submission of proposals and academic presentations to secure stakeholder buy-in and refine the intervention design; proceeding to an initial survey to map baseline conditions and identify priority capacity gaps among local SMEs; followed by comprehensive preparation for implementation, including curriculum development, logistical coordination, and participant mobilization. The core training phase then delivers targeted modules on product quality, quality management systems, and dynamic capability building, after which a structured evaluation assesses knowledge acquisition, behavioral intentions, and perceived applicability. Finally, a progress report synthesizes outcomes, challenges, and lessons learned to inform iterative improvements and future scaling of the program (Maksum et al., 2020; Ng'ora et al., 2022; Probohudono et al., 2025).

The implementation of this training activity represents a pivotal intervention for the business ecosystem of South Meruya Sub-district, introducing residents and SME owners to innovative, market-oriented methodologies that bridge theoretical constructs with practical operational strategies. By embedding the Market-Based Dynamic Capability Model within a community-based learning framework, the program empowers local entrepreneurs to systematically leverage market intelligence, optimize resource allocation, enhance knowledge integration, and strategically engage with governmental support mechanisms—all critical competencies for navigating competitive pressures and achieving long-term sustainability. Beyond immediate capacity building, the initiative generates actionable data and contextual insights that enrich the broader research model, offering evidence-based recommendations for policymakers, cooperative administrators, and academic scholars invested in fostering resilient, adaptive, and environmentally conscious SME sectors (Hadi et al., 2025; Kaya, 2019; Liu et al., 2024). Ultimately, this collaborative effort not only strengthens the competitive positioning of South Meruya enterprises but also contributes a replicable framework for market-driven, government-mediated SME development that can be adapted across West Jakarta and Indonesia's diverse urban landscapes.

Conclusion

The community service initiative in the form of targeted training activities has demonstrably addressed the pressing needs of small and medium enterprises (SMEs) in South Meruya Sub-district, West Jakarta, by bridging critical gaps in product quality management, strategic market orientation, and adaptive capability development. By grounding the intervention in the Market-Based Dynamic Capability Model with the Role of Government as Mediator, the program successfully translated complex theoretical constructs—encompassing market dynamics, competitive intensity, knowledge management, and resource-based capabilities—into accessible, actionable learning modules tailored to the

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operational realities of local business owners. The active participation of 20 SME representatives, coupled with structured knowledge transfer through expert presentations, interactive discussions, and practical guidance, fostered not only immediate improvements in participants' understanding of quality systems but also strengthened their capacity to anticipate market shifts, leverage institutional support, and embed sustainability principles into daily business practices. This alignment between academic expertise and community needs underscores the transformative potential of service-learning approaches in advancing both grassroots entrepreneurship and scholarly inquiry.

Furthermore, the training activity serves as a vital empirical conduit for validating and refining the proposed research model, particularly in examining how government support functions as a mediating mechanism between external market pressures and internal dynamic capabilities. The insights gathered through participant questionnaires, observational data, and post-training feedback provide preliminary evidence that structured capacity-building interventions—when co-designed with local stakeholders and reinforced by ongoing mentorship—can significantly enhance SMEs' ability to absorb market-based knowledge, reconfigure resources strategically, and respond agilely to competitive challenges. These findings contribute meaningfully to theoretical discourse by illustrating the contextual applicability of integrated frameworks such as the Resource-Based View, Market-Based View, and Knowledge-Based View within Indonesia's urban SME ecosystem, while simultaneously affirming the Triple Bottom Line imperative of balancing economic performance with environmental stewardship and social equity.

Looking forward, the success of this community service program establishes a scalable blueprint for sustainable SME development across West Jakarta and beyond. The commitment to continued assistance for RW 8 Meruya Selatan residents ensures that initial training gains are consolidated into lasting operational improvements, while the documentation and dissemination of outcomes through academic publications and online media amplify the program's policy relevance. For policymakers, the results underscore the importance of designing responsive, mediation-oriented support mechanisms that empower rather than substitute local entrepreneurial agency. For academic institutions, the initiative reaffirms the value of engaged scholarship that couples rigorous research with tangible community impact. Ultimately, by positioning market-based dynamic capabilities as both a research focus and a practical development tool, this community service activity advances a holistic vision of SME sustainability—one where businesses thrive not in isolation, but through synergistic interactions among market intelligence, knowledge integration, resource optimization, and enabling governance structures.

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