

Internal Capabilities And External Sensitivity: A Strategic Formula For Digital Msme Growth In Central Java

Endang Sulistiyani¹, Talitha Dwi Wirastuti², Rustono Rustono³, Taviyastuti⁴, Linda Aprillianti⁵

^{1,2,3,4,5}Business Administration Departement, Politeknik Negeri Semarang, Indonesia

Corresponding Author: endangsulis15@polines.ac.id

Abstract

Knowledge sharing practices and readiness to change are crucial internal capabilities that contribute to successful innovation and organizational transformation. Market sensing, as a component of external sensitivity, is essential for responding to environmental changes. This research aims to determine the influence of knowledge sharing practices, readiness for change, and market sensing on the organizational performance of digital-based Micro, Small, and Medium Enterprises (MSMEs) in Central Java. The respondents included MSME entrepreneurs in the culinary, fashion, and craft sectors who utilize digital platforms. Data were collected through interviews, questionnaires, observation, and a literature review, and analyzed using Multiple Linear Regression. The results indicate that knowledge sharing practices, readiness to change, and market sensing each have a significant positive influence on organizational performance. Market sensing was found to be the most dominant factor. These findings suggest that integrating market sensing with a readiness for change, supported by internal knowledge sharing, fosters creative solutions and improves performance. This study empirically supports the Resource-Based View (RBV) theory by highlighting the strategic role of internal resources in achieving sustainable competitive advantage. The key implication is that for MSMEs to enhance adaptability, drive innovation, and respond effectively to market dynamics, they must develop internal capabilities that are deeply integrated with external sensitivity. These strategic efforts are essential for enhancing competitive advantage and ensuring sustained business growth amid the increasingly complex and rapidly evolving digital business environment.

Keywords: knowledge sharing practice, readiness to change, market sensing, organizational performance, digital MSME's

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INTRODUCTION

Organizations today operate in an increasingly dynamic environment characterized by rapid and transformative changes. An organization must be able to respond to phenomena caused by significant changes in environmental forces (Dwianti, et.al, 2021). The success of implementing organizational change greatly depends on how individuals within the organization react to the change (Talaja and Dumanic, 2023). Knowledge management has become an important part of organizational management, and knowledge sharing has become the core of knowledge management (Zhao, et.al 2021). A thorough understanding of the market is therefore essential for any enterprise. The ability to sense the market encourages the company to exert efforts in obtaining market facts, operate under diverse conditions to outperform competitors, and create and maintain good relationships with employees and customers (Alshanty and Emeagwati, 2019).

This research is based on the existence of a gap in previous research findings (contradictory evidence). (Iqbal et al., 2025) research shows that the process of knowledge sharing encourages individuals to transfer their knowledge, which in turn can achieve a level of success for the organization. On the other hand, according to the research by (Mollah et al., 2024) the exchange of explicit knowledge does not affect organizational performance. According to the research findings, the process of knowledge sharing is still less capable of improving the performance of a profit-oriented organization.

According to another study by Osakwe, et al. (2006) there is a significant impact between market sensing and organizational performance. Market sensing or market sensing activities are believed to be able to enhance the profitability of the company. However, it is different with Ardyan (2021) which shows no significant results between the influence of market sensing on organizational performance because market sensing is not considered a way to increase the company's growth or profit, but only to understand customer expectations so that it can launch products that meet consumer needs and preferences.

This research also highlights the gap phenomenon occurring in MSMEs in Central Java. The number of MSMEs in Central Java has increased from 2021 to 2024. In 2021, the number of MSMEs reached 173.431, in 2022 reached 180.579, in 2023 it reached 186.024, and in 2024 reached 191.689 businesses.

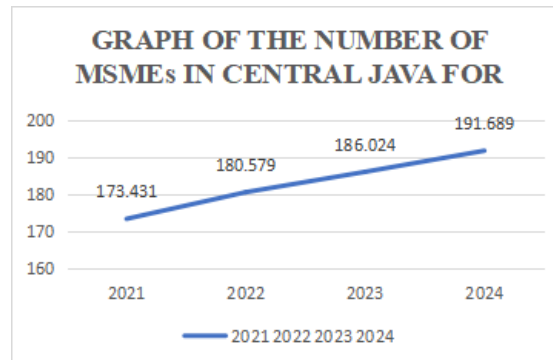


Figure 1. Graph of the number of MSMEs in Central Java

In line with the diverse market needs, competition between MSME players has also increased. This is inversely proportional to the increase in the number of MSMEs. The annual performance growth of assisted MSMEs in Central Java fluctuates and tends to decline, as evidenced by the following graph.

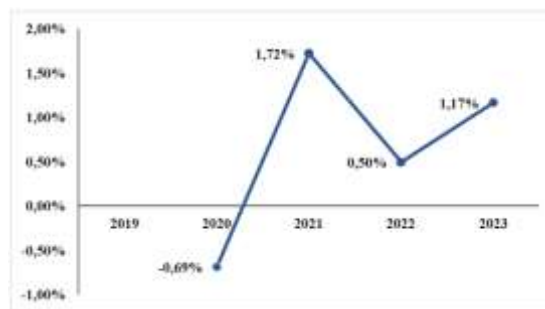


Figure 2. Graph of Turnover Growth of Assisted MSMEs in Central Java

In 2020, MSMEs experienced a decrease in revenue of 0.69%. The same happened in 2022 with a decrease of 0.50%. However, in 2023, there was a relatively small increase in revenue growth of 1.17% which is lower than revenue growth in 2021 that reached 1.72%. This period indicates a slowdown in the revenue growth rate during the period from 2021 to 2023.

This research focuses on the utilization of resources, particularly human resources, through knowledge exchange activities among members that can positively impact the company's performance. Both tacit and explicit knowledge exchange can prepare all members to make positive changes for the company (Sulistiyani et al., 2021). Supported by good market sensing capabilities it is also expected to significantly improve the performance of the company, which is oriented towards profitability and growth.

LITERATURE REVIEW

Resource Based View (RBV) Theory Describes a complex framework for analysing the role of various resources, both tangible and intangible, in creating and sustaining a firm's competitive advantage.

A key process within RBV is reconfiguration, where existing resources are strategically recombined. Through this process, firms can unlock value from resources that might otherwise be underutilized, demonstrating that a resource's value is determined not just by supply and demand, but by its synergy with other factors (Zahra, 2021).

Internal Capabilities

Dwianti, et.al (2021) Defining internal capabilities comes from tacit and explicit knowledge obtained from knowledge-sharing practices. Tacit and explicit knowledge play a crucial role in organizational learning, innovation, and human resource development. Tacit knowledge is intuitive and usually gained through direct experience. Tacit knowledge can usually be shared with others through mentoring, coaching, informal and formal discussion, and knowledge-sharing communities (Talaja and Dumanis, 2023). Explicit knowledge is knowledge that can be codified, written, stored, and shared in the form of documents, procedures, manuals, and information systems. Readiness for change refers to the extent to which an organization has adequate internal strength to face, respond to, and manage change effectively, including through innovations carried out by organizational members and information systems as part of explicit knowledge to support efficiency and digital transformation (Talaja and Dumanis, 2023).

External Sensitivity

External sensitivity refers to the extent to which an organization is sensitive to external dynamics, both in the form of opportunities and threats. External sensitivity allows organizations to detect signals of change, anticipate risks, and respond quickly to competitor movements. Elements of market sensing as part of external sensitivity include environmental scanning, customer insight, trend awareness, and sensemaking (Zhao et.al, 2021)

Organizational Performance

According to Tseng and Lee (2007), organizational performance is the organization's ability to achieve goals by optimizing human resource performance. Goal setting requires a measurement system that can provide clear direction for the organization. Organizational performance refers to the ability or capacity of an organization to meet expectations in terms

of market dominance (Ho, 2007). This ability includes the evaluation and comparison of actual results with the plan, as well as the ability to identify deviations from the plan that occur (Ho, 2008). Organizational performance indicators according to Vanden Hooff and Ridder (2004)] are a) Profitability, b) Sales level, c) Employee job satisfaction, d) Employee productivity, and e) Product quality and service.

Knowledge Sharing Practice

Van Den Hooff and De Ridder (2004) state that the practice of knowledge sharing is the exchange of knowledge among individuals within an organization in order to build new knowledge that is useful for creating solutions to arising problems. The practice of knowledge sharing is not a simple process of sharing knowledge; rather, organizational members adjust their beliefs and actions through intense social interactions (Terry Kim, et.al, 2013. Organization members can discuss differences of opinion by sharing knowledge among members. This encourages organizational learning by building a common understanding of decision-making processes (Sulistiyani and Setyadi, 2021). Indicators of knowledge sharing practices according to Allameh (2018) are a) Mentoring, b) Information exchange to enhance knowledge, c) Organizational culture, and d) Evaluation

Readiness to Change

Readiness for change is the process of altering employees' cognition in order to 9)realize change within an organization [18]. According to Armenakis, et al. (2019) readiness to change is an attitude with full confidence and strong intention regarding the extent to which an organization can adapt to changes and the organization's ability to successfully implement those changes. Readiness for change consists of individual differences and factors within the system that represent the organization's and its members' ability to tend to accept and explore specific plans to change habits in order to develop and adapt to the changes in the environment and times [20]. The indicators of readiness for change according to Dwianti, et.al (2021) are a) Adaptation, b) Management support, c) Motivation, and d) Competence improvement.

Market Sensing

According to Vorhies and Morgan (2000), market sensing is defined as the ability to study the market environment and use that information or results as a guide in achieving optimal organizational performance. Market sensing is an important part of the learning process about customers, competitors, and other parties in the business environment (Vorhies and Morgan, 2005). Market sensing indicators according to Alshanty and

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Emeagwati (2019) are a) Obtaining and utilizing market information, b) Anticipating competitor actions, c) Predicting customer needs, d) Building a database to serve customers, and e) Combining market information and technology.

Knowledge Sharing Practices on Organizational Performance

The findings of Son, et al. (2020) state that knowledge-sharing practices have a positive impact on organizational performance. Similar results were reported in the findings conducted by Yuen and Lam(2024). Knowledge-sharing practices can create an innovative climate, thereby driving organizational performance improvement (Sulistiyan et al., 2023). Another study conducted by Singh, et al. (2021) states that knowledge-sharing practice has a positive impact on organizational performance. Thus, the following hypothesis is formulated:

H1: Knowledge-sharing practices significantly influence Organizational Performance

Readiness to Change in Organizational Performance

Readiness for change represents the extent to which organizational members believe that the organisation has the capacity to implement successful changes(Katsaros et.al, 2020). Research conducted by Olamilekan and Salam (2022) states that readiness for change has a positive impact on organizational performance. Readiness for change directs organizational members towards more optimal performance improvement. The findings of Diwanti, et al. (2021) state that readiness to change has a positive impact on the business performance of the organization. Thus, the hypothesis that is formulated:

H2: Readiness to change has a significantly positive impact on organizational performance

Market Sensing on Organizational Performance

Market sensing is an important performance determinant (Katsaros et.al, 2020) Several studies have supported the positive influence of market sensing on organizational performance. In the study conducted by Chinakidzwa and Phiri (2024) it was stated that market sensing has a positive effect on performance. Market sensing is considered capable of enhancing the company's revenue growth. The findings by [29] indicate a positive impact of market sensing on performance. Thus, the following hypothesis is formulated:

H3: Market sensing has a significant positive impact on organizational performance

Empirical Model

The empirical model underlying this study was developed based on a review of the literature and the results of previous studies. This research develops the empirical model shown in Figure 3.

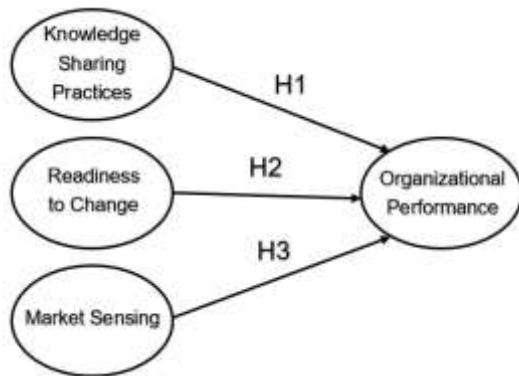


Figure 3. Empirical Research Model

METHOD AND EXPERIMENTAL DETAILS

The respondents in this study are owners of digital-based SMEs in Central Java, totaling 100 businesses. A purposive sampling technique was employed to select respondents based on specific criteria. The criteria for respondents include 1) The business has been established for more than 5 years, 2) Uses digital platforms in business operations, 3) The business operates in the fields of culinary, fashion, and crafts. Respondent data and statement answers were obtained through the distribution of questionnaires.

This research applies the concept of measuring quantitative data in the form of interval data. The data interval used is represented by a score of 1 to 10. The score approaching 1 indicates that the respondents increasingly strongly disagree with the statements in the questionnaire provided. A 10 point likert-type scale was utilized for the questionnaire, where 1 signified strongly disagree and 10 signified strongly agree [30].

RESULT AND DISCUSSION

Research Instrument Test

Statements in the questionnaire to measure the variables of knowledge sharing practices, readiness for change, market sensing, and organizational performance in this study indicate that the significance value of the calculated r is less than 0.05, thus all questionnaire items on the offered variables are declared valid. In the reliability test of the

instrument, the Cronbach's Alpha for all variables was > 0.600 , meaning that the instruments in this study are all reliable and suitable for further analysis calculations (Ghozali, 2021).

Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted in a study to examine the magnitude and direction of the influence between the variables tested in this research, with Organizational Performance (OP) as the dependent variable. Knowledge Sharing Practices (KSP), Readiness for Change (RC), and Market Sensing (MS) serve as independent variables. The multiple linear regression equation in this study is $Y = -0.081 + 0.206X_1 + 0.171X_2 + 0.635X_3$. This indicates that a one-unit increase in any of the independent variables leads to a corresponding increase in organizational performance by the respective coefficient values:

- The constant value (α) has a negative value of -0.081 . This indicates that if all independent variables are absent, the organization's performance will have a negative value or there will be a decline in organizational performance. Therefore, at least one independent variable is needed to raise its value to positive.
- The coefficient value of the knowledge-sharing practice variable is 0.206 . Statistical analysis indicates that for every one-unit increase in knowledge-sharing practices, organizational performance increases by approximately 0.206 units.
- The coefficient value of the change readiness variable is 0.171 . Every increase in change readiness by 1 unit will affect the increase in organizational performance value by 0.171 .
- The coefficient value of the market sensing variable is 0.635 . Every increase in market sensing by 1 unit will affect the improvement of the organization's performance value by 0.635 .

Coefficient of Determination

This test measures the model's ability to explain the variation of the tested independent variables.

Table 2. Coefficient of Determination

Model Summary ^b			
Model	R	R Square	Adjusted R Square
1	.838 ^a	.702	.693

Source: Processed primary data, 2024

Table 2 states the Adjusted R Square value of 0.693 or 69.3%. Is the ability of independent variable variations in the Organizational Performance variable, while the remaining 30.7% may be explained by other variations.

F-test

The F-test is an indication to see the results of the partial t-test [32]. The results of the F-test can be shown in Table 3.

Table 3. F Test

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2155.495	3	718.498	75.421	.000 ^a
	Residual	914.545	96	9.527		
	Total	3070.040	99			

Source: Processed primary data, 2024

Based on Table 3, the calculated F significance value < 0.05 , therefore it can be concluded that at least one or all independent variables are capable of impacting the dependent variable

t-Test

The t-test is a test for the influence of each independent variable individually on the dependent variable [32].

Table 4. t-Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.081	2.972		-.136	.892
	PBP	.206	.101	.188	2.543	.013
	KB	.171	.105	.158	2.028	.045
	PP	.635	.088	.588	7.253	.000

Source: Processed primary data, 2024

Table 4 shows the results of all variables of knowledge-sharing practices, readiness for change, and Market sensing is capable of providing a significant positive impact on organizational performance variables. The calculation results show the significance value of the t-test for the knowledge-sharing practice variable ($0.013 < 0.05$), indicating that the knowledge-sharing practice variable has a significant positive influence on organizational performance. The change readiness variable shows a significance value ($0.045 < 0.05$), meaning that the change readiness variable has a significant positive impact on the organizational performance variable. The calculation results for the Market Sensing variable show a significance value ($0.000 < 0.05$), meaning that the Market Sensing variable has a significant impact on the Organizational Performance variable.

The Influence of Knowledge Sharing Practices on Organizational Performance

The results of the statistical calculations show that Knowledge Sharing Practices have a significantly positive impact on organizational performance. The results were reinforced by the research findings of Yuen and Lam (2024) that with the increase in knowledge sharing, it will affect the performance level of the organization. According to the Resource Based View Theory, unique and hard to imitate internal resources, such as knowledge and capabilities, are key to achieving competitive advantage. Knowledge-sharing practices within the organization enable the dissemination of critical knowledge and skills, which enhance creativity and operational efficiency. Sharing knowledge contributes to the integration of knowledge and its effective use, thereby enhancing organizational innovation (Nurhayati and Hendar, 2021). Knowledge-sharing practices strengthen internal capabilities, namely the enhancement of individual and team capacities through collaborative learning. This supports innovation, efficiency, and the development of internal resources. When knowledge is shared effectively, members of the organization can develop creative solutions and make better decisions, to improve performance.

The Influence of Readiness for Change on Organizational Performance

The results of the statistical calculations show that Readiness for Change has a significantly positive impact on organizational performance. This is also supported by the findings of Olamilekan and Salam (2022) that the level of readiness for change significantly impacts organizational performance. Readiness to face change, accept change, enforce change, and adapt to change is necessary for the organization to achieve superior organizational performance. Readiness to change is related to internal capabilities because it reflects the internal readiness of the organization or human resources to adapt to changes. Related to flexibility, organizational culture, and internal change management . Important

for the success of organizational innovation and transformation. Readiness for change, or the organization's readiness to adapt to changes, is an important capability supported by the Resource Based View Theory. Organizations that are ready for change can quickly adjust their strategies and processes to respond to market dynamics, avoid risks, and seize new opportunities (Sulistiyani, 2025). Readiness for change is an important dynamic capability, as it enables organisations to swiftly adapt to changes in external and internal environments.

The Influence of Market Sensing on Organizational Performance

Confirming H3, market sensing was found to have the most substantial positive impact on organizational performance. This finding is consistent with the work of (Nurhayati and Hendar, 2021) who also identified market sensing capability as a significant determinant of business performance. The organization's ability to identify competitor actions and customer expectations can enhance the business performance of the organization. Referring to the ability of SMEs to detect, understand, and respond to changes in the external market. Related to observing consumer trends, competitors, as well as external opportunities and threats. Very important for strategic decision-making that is responsive to the environment (Batool et al., 2022). According to the Resource-Based View Theory, market sensing capability is considered a valuable strategic resource. Market sensing allows organizations to gather and analyze information about market trends, consumer behavior, and competitor actions (Sulistiyani, 2025). With this capability, organizations can identify opportunities and threats more quickly than their competitors, and develop more responsive and targeted strategies. Digital-based SMEs can utilize this market sensing by observing consumer comments on social media and reviews from marketplaces.

Implications of Research Findings

This study examines the influence of knowledge-sharing practices, readiness to change, and market sensing in improving the performance of digital-based MSMEs in Central Java. By sharing knowledge, MSMEs can more quickly adopt new technologies, improve product innovation, and optimize their business processes. This is important because in the digital era, technological changes and updates occur very rapidly, and MSMEs that can access and implement the latest knowledge will have a significant competitive advantage. Readiness to change reflects the extent to which an MSME can adapt to the dynamics of the market, technology, and the overall business environment. MSMEs that have a high level of readiness to change tend to be more responsive and flexible to changes in consumer needs and market dynamics. Market sensing involves continuously monitoring consumer

behavior, competitor actions, and trends. By having good market sensing capabilities, MSMEs can identify opportunities and threats early, allowing them to take proactive actions. Although market sensing is the strongest, its impact will be optimal if supported by internal capabilities. For example, after MSMEs detect a new trend (market sensing), they need readiness to change to adapt production processes and knowledge-sharing practices to ensure the entire team understands and can effectively execute the new product or service.

CONCLUSION

1. The multiple linear regression equation in this study is $Y = -0.081 + 0.206X_1 + 0.171X_2 + 0.635X_3$, which means that every increase of 1 unit in each independent variable will result in an improvement in organizational performance by the amount of the regression coefficient of that independent variable.
2. The coefficient of determination (Adjusted R Square) of 0.693, or 69.3%, indicates that the variation in organizational performance can be explained by the variables studied, namely knowledge-sharing practices, readiness to change, and market sensing. The remaining 30.7% can be attributed to other variables not examined in this study
3. Based on the results of the t-test, the variables of knowledge-sharing practices, readiness to change, and market sensing have a significant positive effect on organizational performance. Among these, market sensing demonstrates the most dominant influence on organizational performance.

RECOMMENDATION

Given that the Adjusted R Square value is 69.3%, the remaining 30.7% of the variance in Organizational Performance is attributable to other independent variables not included in this model. Therefore, future research is encouraged to examine additional variables to further explain and potentially increase the influence on Organizational Performance.

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