Developing an Integrated Conceptual Model of Dynamic Capabilities for MSME in Agribusiness Sector: A Systematic Review

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Abstract. Micro, small, and medium-sized enterprises (MSME) are vital to economic growth, particularly in developing nations. In ambiguous and unpredictable business situations, strategic management in various industries has extensively used dynamic capabilities (DC) theory to pursue a competitive advantage. The objective of this study is to construct an integrated conceptual model for DC in MSME in the agribusiness sector. Using the PRISMA (preferred reporting items for systematic reviews and meta-analysis) protocol, the study employs a systematic literature review methodology in order to achieve the goals. A comprehensive search of the Scopus database using keywords and search strings returned 443 papers published between 2002 and 2022, with 26 relevant research highlighted and synthesized. The study results indicate that the integrated model of DC focuses on three aspects: the antecedent, the process, and the outcome. This article's findings should be regarded as a guide or road map for future empirical studies on the subject of DC in MSME.

Keywords: Dynamic Capabilities · Agribusiness · MSME · Conceptual Model

1 Introduction

Micro, small, and medium-sized enterprises (MSME) are crucial to GDP per capita development and contribute more to job growth than large organizations. [1], especially in developing countries [2]. MSME often originates from individual entrepreneurs, family or non- family businesses [3], and it requires specific operational qualities and resources to expand or survive. However, in a rapidly changing market, MSMEs must possess more than ordinary capabilities called dynamic capabilities (DC) to gain superior performance and competitive advantage compared to competitors [4]. Agribusiness is one of the industries that involve MSME and often confronts an unstable climate, resulting in increased risk and uncertainty [5]. Due to its distinctive business characteristics, numerous scholars in strategic management have used the agribusiness case as a novel application of DC theory.

Based on the review, we suggest a new conceptual model for comprehending the DC of MSME in the agriculture sector. The paper is organized as follows: the second portion

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analyzes prior literature and establishes the theoretical context, the third section describes the research methodology, and the fourth section presents the results and discusses them. Conclusions and future directions are provided in the fifth part.

2 Theoretical Background

2.1 Agribusiness

Agriculture and business are the two components of agribusiness terminology. Agriculture has a vital role in decreasing poverty since it provides incomes for a significant portion of the 80 percent of the world's poor who reside in rural regions [6]. According to the World Bank, agriculture accounted for 27 percent of worldwide employment in 2019. However, agricultural enterprises are also subject to financial restrictions and rising environmental demands from institutions and customers, which impact their business strategy and performance [7]. Therefore, the agricultural industry is an interesting case study for a researcher in strategic management.

In 1952, John H. Davis and Ray A. Goldberg introduced the concept of agribusiness and defined it as the sum of all operations involved in the production and distribution of farm supplies, farm production activities, and the storage, processing, and distribution of farm commodities and products made from them [8]. Agribusiness is comprised of (1) production inputs: seeds, fertilizer, and equipment; (2) intermediate activities: grading, storage, processing, packing, distribution, pricing, and marketing; and (3) final consuming activities: restaurants and grocery stores. The input supply industries (seed, chemical, water, and technology); agricultural production (farms, ranches, timber products, and fisheries); and value-added activities (commodity processing, food manufacturing, and food distribution) are regarded as the agribusiness core industries [9]. In addition, the agribusiness industry is distinguished by its intimate linkages to natural resources, ties to location or commodity, sensitivity to political factors, production of highly perishable goods, and commodity price fluctuations [9, 10].

Due to its relationship with natural resources, sustainability is always a worldwide concern in the agribusiness sector, mainly because of the environmental issues associated with intensive agriculture [11], limited land and water supplies, decline in genetic varieties [12], and climate change [13]. Moreover, considering business economic growth, environmental and social components of businesses have made sustainability a crucial aspect of a firm from a holistic viewpoint [14].

The dynamic nature of the market and the innovation capabilities of rivals make it challenging for businesses to attain their objectives and preserve a competitive advantage. There are some dynamic events in agribusiness that impact the firm, such as agricultural commodity price volatility due to demand change [10], political change [15], pollution [13], and include COVID-19 pandemic. There is a connection between agricultural products, the natural environment, and human existence. Therefore, agricultural firms' environmental practices directly affect environmental protection and food safety. In recent years, however, pollution has become a severe issue, notably due to the negative impact of the agricultural product processing industry on the environment [13].

2.2 Dynamic Capabilities

The DC literature originates from the resource-based view of the company (RBV) to achieve a competitive advantage in a volatile business environment. RBV has not clearly addressed why and how certain companies have a competitive edge in conditions of fast and unpredictable change [16]. Teece et al. [17] defined DC as the organization's capability to integrate, grow, and reorganize internal and external competencies in response to swiftly changing conditions. Since then, many researchers have defined the DC concept from their own perspectives. Zahra et al. [18] defined DC as the capacity to restructure a company's resources and procedures as envisioned and considered suitable by its chief executive officer. Teece [19] contributed significantly to developing this specific theory by disaggregating DCs into three key micro-foundations: (1) sensing (scanning and learning), which enables a business to collect and assess market data in order to comprehend the demands of rivals and clients. s; (2) seizing (selecting and designing) which inspires the creation of new products or services to capitalize on detected possibilities.; and (3) reconfiguring (creating and transforming), which is the capacity to retain competitiveness through the enhancement, combination, and reorganization of current capabilities [20]. Companies with more effective DC, such as improved product innovation and alliancing procedures, will likely have a competitive edge over those with less effective skills [16].

Past research in the field of strategic management has made substantial gains in developing and refining various organizational capacities. Although the DC viewpoint has become one of the most popular theoretical perspectives in strategic management study and innovation research, critics have often expressed discontent with this literature [21, 22]. There are two contradicting approaches to the heart of the DC framework, which take opposite perspectives about the boundary conditions of DC. Is DC the source of sustainable advantage and competitive advantage? [23]. In simple terms, DC is about organizational change, which has barriers and challenges to overcome [24], and understanding that routines and changeability are fundamental to DC [25].

2.3 MSME

The World Bank defines Micro, Small, and Medium Enterprises (MSMEs) as follows: micro enterprises: 1–9 workers; small enterprises: 10–49 employees; and medium enterprises: 50–249 employees. However, the local definition of MSMEs varies from nation to country and is dependent not only on the number of employees but also on other characteristics such as turnover and assets [26, 27]. MSMEs significantly contribute to the private sector's process of job generation, especially in developing countries; many new formal sector roles were generated by MSMEs, which account for more than 90 percent of overall employment. They are extensively dispersed throughout rural areas; consequently, they may play an essential function as a springboard for the development of villager entrepreneurs, particularly women [2]. MSME is closely related to a family business, and practically all agribusinesses begin as family-run companies, a characteristic not shared by all of today's established firms [9].

Since the existence of MSMEs is essential for GDP growth, each nation's government should work to expand its business sector, especially in agribusiness. Developing

MSMEs require government policies, business capital assistance, and enhanced human resource capabilities [28]. MSME in agribusiness has a positive social and environmental effect on their local communities. Impact of agriculture on society through revenue growth, knowledge/awareness expansion, capacity building, and awareness campaigns. At the same time, the environmental impact is mitigated by maximizing resource efficiency, combating climate change, and reducing pollution by improving inputs [29].

Concerning DC theory, the literature suggests methods for developing capabilities primarily for large businesses and SMEs, but not for micro-businesses. Micro enterprises differ from SMEs and large businesses. Thus, tools designed for large enterprises and/or SMEs cannot be implemented without contextualization in micro businesses [30].

3 Research Methods

The systematic literature review analysis was conducted to synthesize the topic's pertinent components. The articles were collected, evaluated, and summarized in a methodical manner. This systematic review (SR) was conducted in accordance with the PRISMA 2020 statement [31]. The qualifications examined for this SR should initially address the question:

RQ1. What are the antecedent, process, and outcomes of DC for MSME in the agribusiness sector?
RQ2. How are the antecedent, process, and outcomes integrated to form a conceptual framework?
RQ3. What are the research gaps in the current DC for MSME in the agribusiness sector, and what are the research directions for the future?

3.1 Search Strategy

The primary criteria for inclusion were publications thematically related to the following keywords: dynamic capabilities (DC), MSME or SME, agriculture or agribusiness, aquaculture, fisheries, crop, poultry, farm or farming. Articles not authored in English were excluded. To conduct this search, we used the Boolean string "TITLE-ABS-KEY (dynamic AND capabilit*) AND (sme* OR msme* OR micro AND enterprise* OR small AND enterprise*) AND (agri* OR agro* OR aquaculture OR farming OR fisher* OR crop OR poultry OR livestock)" searching the Scopus databases. The addition of the asterisk (*) immediately after some terms, such as "capabilit" and "enterprise," ensures that the word will show in either the single or plural form in the search results or will represent any number of characters. Publication and journal database searches were conducted in English on 27 April 2022.

Step 1. Papers selected: 443

The research articles were selected using the scopus.com search engine. Papers were searched from 1981 till 2022. Due to duplicity, three articles were excluded, and 440 articles were chosen.

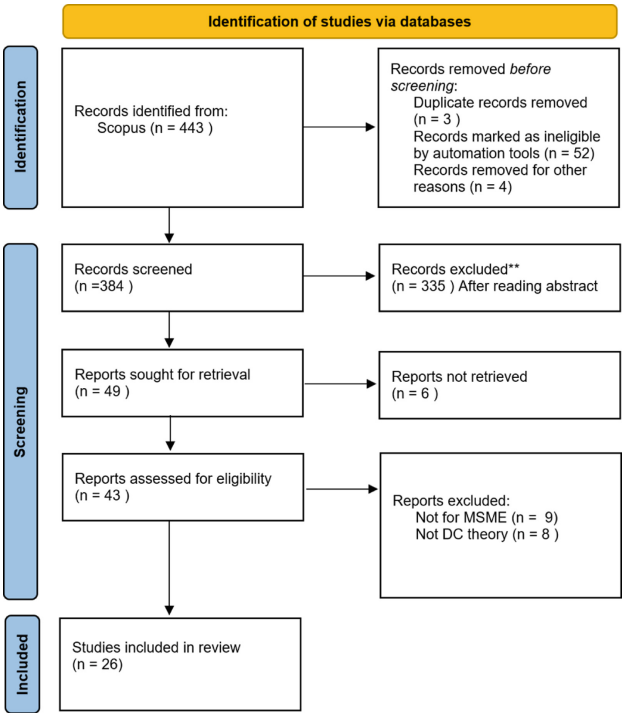

Fig. 1. Diagram of PRISMA 2020 for systematic reviews

Step 2. Papers selected: 440

As they were Conference Paper, Review, Book Chapter, Book, Conference Review, and Editorial, 52 records were excluded in this step. Later, four records were excluded as they were not written in English.

Step 3. Papers selected: 384

After reading the abstract, 335 further publications were discarded because they were irrelevant to the research topic. Furthermore, six publications could not be retrieved; thus, they were eliminated.

Step 4. Papers selected: 43

Forty-three reports were assessed for eligibility. Nine articles were excluded after a thorough review of the articles because they were not dealing with MSME. Furthermore, eight articles were eliminated because they were unrelated to the DC study.

Step 5. Papers selected: 26

Relevant to the current investigation, 26 articles were chosen (Fig. 1).

4 Result and Discussion

This section aims to develop an integrated theoretical framework of DC for MSME that incorporates the themes identified in the literature review.

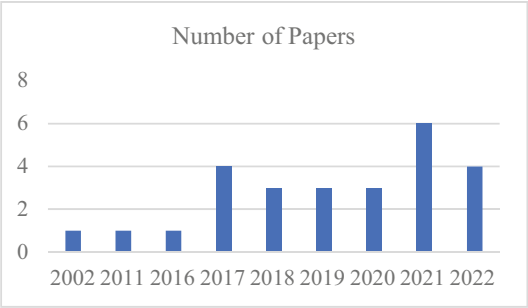

Fig. 2. Distribution number of papers

4.1 Descriptive Analysis

The initial outcome presents a summary of the quantitative information for the final sample of 26 articles published by April 2022. Figure 2 depicts the distribution of publications, categorized by year. The first articles identified were published in 2002, followed by nothing until 2011, and then nothing from 2012 to 2015. The trend for the DC paper in the Agribusiness sector for MSME began in 2017. From 2017 through 2022, the number of publications remained consistent. Nearly ninety percent of the papers were published over the previous six years (2017–April 2022), with a significant number of papers released annually.

With respect to MSME, only four of the twenty-six studies specifically incorporate micro enterprise into the research. Other 22 publications focus on small or medium-sized businesses.

Regarding the methodologies adopted, quantitative methods account for 50 percent of all publications (13 papers), while qualitative methods account for 38 percent (10 papers), and mixed-method approaches account for 12 percent (3 papers). Partial Least Squares Structural Equation Modeling (PLS-SEM) is the most often employed quantitative analysis (6 papers), followed by regression analysis (5 papers), Structural Equation Modeling (1 paper), and A Hierarchical Bayesian Model (1 paper). The writers' qualitative methodologies included content analysis, ethnography, and exploratory analysis.

Related to the theoretical viewpoints other than DC of the examined publications given in Table 1, it is crucial to highlight that some of the studies did not explicitly mention a theory as the basis for their study. Among those who employed theories, the Resource-Based View (RBV), Entrepreneurial Orientation Theory (EO), Natural Resource-Based Theory (NRBV), and Social Capital Theory (SC) were the most prevalent. It is well acknowledged that the use of organizational resources and capabilities influences success and growth [32]. Resources are independent, straightforward, and static, whereas capabilities are communal, intricate, and dynamic. The agribusiness industry is in constant interaction with natural resources. Unfortunately, RBV theory disregarded the connection between enterprises and their biophysical surroundings, resulting in the NRBV, which proposes that organizations might gain competitive advantages by reducing their environmental consequences [33].

Table 1. Distribution of Theory used of than DC

Theory	Article
Resource Based View Theory	7
Entrepreneurial Orientation Theory	3
Natural Resource-Based Theory	2
Social Capital Theory	2
Innovation Capability Theory	1
Digital transformation Theory	1
Entrepreneurial Growth Intention Theory	1
Entrepreneurial Marketing Theory	1
Entrepreneurship Theory	1
Green Marketing theory	1
Innovation Theory	1
Options Theory	1
Supply Chain (SC) Agility Theory	1
SC Flexibility Theory	1
SC Integration Theory	1
SC Resilience Theory	1
SC Risk Management Theory	1
Sustainability Theory	1
Transaction Cost Economics Theory	1

Regarding the type of agribusiness industries used in paper, 50 percent of articles focus on value-added agribusiness businesses such as agrifood and wine producers, 46 percent on production industries such as fruit/vegetable farming or livestock, and the remaining 10 percent on supporting sectors. Table 2 displays the form of business employed in the publication.

4.2 The Antecedent of DC

After synthesizing 26 publications, we divide the antecedent into two-part, source and driver. We call sources the green resource and drivers the green capabilities.

Resources can be knowledge, firm attributes, capabilities, assets, and organizational processes that enable firms to develop and implement strategies to increase their effectiveness and efficiency [60]. Barney [60] identifies to have a competitive advantage, firm resources should follow VRIN characteristics, which stands for Valuable, Rare, Imitable, and Non- Replaceable.

Certification can be regarded as a resource in agribusiness since a firm's capabilities can be enhanced by a certification that improves supply chain management. Internationally, the important part of environmentally-friendly certifications in food supply chains

Table 2. Type of Agribusiness Industries

Author	Business	Core Industries
[34]	Wine Producer	Value Added Industries
[35]	Food and Wine Producer	Value Added Industries
[36]	Recreational Farm	Value Added Industries
[37]	Agri-food supply chains	Value Added Industries
[38]	Various Food Manufacturing	Value Added Industries
[39]	Fruit Farms	Production Industries
[40]	Organic Farming	Production Industries
[41]	Coffee supply chain	Value Added Industries
[42]	Agrifood	Value Added Industries
[43]	Agrifood	Value Added Industries
[44]	Farming	Production Industries
[45]	Sheep Farm	Production Industries
[46]	Floriculture	Production Industries
[47]	Wine Industry	Value Added Industries
[48]	Various Farm	Production Industries
[49]	Wine Producer	Value Added Industries
[50]	Export crops farms	Production Industries
[51]	Agrifood	Production Industries
[52]	Vegetable	Production Industries
[53]	IT Agribusiness	Supporting Industries
[54]	Agrifood	Value Added Industries
[55]	Poultry	Production Industries
[56]	Farm	Production Industries
[57]	Timber	Production Industries
[58]	Farm (meat, milk, jelly)	Production Industries
[59]	Cheese	Value Added Industries

is expanding. Some agricultural farm products, such as coffee, palm oil, and organically certified goods can serve as an added value for a business. However, certification does not need to have VRIN characteristics [34].

Knowledge based on tradition or culture also can be a source for DC since it has been proven during COVID-19 in agribusinesses in Italy [35]. Organizational capabilities are a company's capabilities to deploy its tangible and intangible resources to perform a task or function in order to enhance performance [32].

4.3 The Process of DC

The process of DC in general is still using Teece [61] micro foundation: sensing, seizing and transforming or reconfiguring. However, some of the reviewed paper use different terms, such as absorption, integration, and innovation [45]; organizational learning, relationship building, quality management and marketing [50]; developing and transferring knowledge, developing and sharing networks, developing flexible labour relation, influencing local politics [62]; change implementation, timely decision-making [40]; and value creation, new product development [49].

4.4 The Outcome of DC

All businesses' primary objective is to generate a profit, and good performance, including some of the publications reviewed [36, 39]. However, in strategic management, a company must have a competitive advantage in order to win against its rivals. In a rapidly changing business environment, a company must be able to endure as long as possible, hence, the existence of the DC theory. To gain a sustainable competitive advantage, a firm must improve not only its financial performance but also its environmental and human performance [35, 39]. We define sustainable competitive advantage as "green resilience" in this paper.

Table 3. Literature

Author	Research of focus	Finding	Ref
Stranieri S., Varacca A., Casati M., Capri E., Soregaroli C.	This study examines the environmental certification and evaluates managers' perspectives on transaction-related features and the firm's internal resources and skills.	The results indicate that certification may become a resource that communicates with the firm's expertise, exhibiting complementarities that drive the growth of DC.	[34]
Bressan A., Duarte Alonso A., Vu O.T.K., Do L.T.H., Martens W.	The study proposes two frameworks based on developing dimensions: the resource-based approach and DC.	The results reveal three essential aspects: (1) enterprises' more direct participation and activities based on tradition; (2) significance of tradition that has already been developed; (3) significance of updating the company model, where innovation strategically complements tradition.	[35]

(*continued*)

Table 3. (*continued*)

Author	Research of focus	Finding	Ref
Hsiao C.Y., Tuan C.L.	The study investigates how operators employ DC to respond to an unpredictable market environment.	The results demonstrate that recreational farms possess DC: allowing them to alter farm marketing channels and create new products or services in response to the changing market.	[36]
Ali I., Golgeci I., Arslan A.	The study combines the three connected concepts [knowledge management, risk management culture (RMC), and resilience]	The results indicate that exposing to supply chain risks prompts the implementation of certain knowledge management strategies in agrifood supply networks.	[37]
Pan C., Jiang Y., Wang M., Xu S., Xu M., Dong Y.	This study developed a relationship model between green intellectual capital, green innovation, and a sustainable competitive advantage for agricultural corporations.	The results indicated that green product innovation and green process innovation mediated the relationship between green human capital, green structural capital, green relational capital, and the agricultural business sector's sustainable competitive advantage.	[38]
Dias C., Gouveia Rodrigues R., Ferreira J.J.	This study examines the link between DC, entrepreneurial orientation (EO), and environmental sustainability commitment in small farms in a rural Portuguese region (ESC).	The results show that Entrepreneurial orientation (EO) and environmental sustainability commitment (ESC) have a beneficial impact on environmental performance (EP) and Financial Performance (FP).	[39]
Shibli R., Saifan S., Yajid M.S.A., Khatibi A., Mohd Shukri S.	This study examines the function of entrepreneurial marketing as a moderating variable in the link between green marketing, green management, and DC and sustainable performance.	The results show that the presence of efficient marketing strategies and DCs, firm performance in the Malaysian organic agricultural market is highly sustainable, and entrepreneurial marketing may enhance the influence of these elements as well as green management on entire sustainable performance.	[40]

(*continued*)

Table 3. (*continued*)

Author	Research of focus	Finding	Ref
Ramos E., Patrucco A.S., Chavez M.	This study aims to apply the DC view theory to determine how three essential supply chain capabilities – organizational flexibility, integration, and agility – should be integrated to achieve the desired supply chain performance.	The results show that organizational flexibility is a driver of greater agility in agrifood supply chains, along with external and internal supply chain integration, which have a direct effect on agility, which has a beneficial effect on supply chain performance.	[41]
Cannas R.	This study examines digital transformation in small and medium agrifood businesses (SMEs) using a paradigm of DC.	The results show that distinctive dynamic skills are driven by a sense of belonging in territorial value- oriented organizations and collaboration among firms' stakeholders.	[42]
Zaridis A., Vlachos I., Bourlakis M.	This study investigated the relationship between collaboration in agrifood supply chains and business performance, as well as the moderating effect of size restrictions and firm strategy.	The results indicate that supply chain collaboration has a beneficial influence on the performance of agri-SMEs, although it is partially acknowledged that scale restrictions reduce the association between supply chain collaboration and SME performance.	[43]
Hernandez-Cazares R., Lawson-Lartego L., Mathiassen L., Quinonez-Romandia S.	This research examines managers' strategies to effectively develop and convert this ethically sound and financially lucrative idea into new business.	The results explains how companies may develop and implement new business endeavors for co-creating value.	[44]
Bastanchury-López M.T., De-Pablos-Heredero C., Montes-Botella J.L., Martín-Romo-Romero S., García A.	This study relates the DC theory to the performance of Castilla-La Mancha dairy sheep farms	The results indicate that the dynamic capabilities theory may be used to explain the economic sustainability of the best farms.	[45]

(*continued*)

Table 3. (*continued*)

Author	Research of focus	Finding	Ref
Sachitra V., Padmini C.	This study aims to uncover the essential DC that encourage entrepreneurial growth intention in Sri Lanka's floriculture business.	The results show that entrepreneurial growth intention is substantially connected with organizational learning, technological and alliance formation capabilities of floriculture farm owners.	[46]
Alonso A.D., Kok S.K., O'Brien S.	This study investigates innovation through the eyes of winery proprietors and managers from four nations.	The results show theoretical framework depicts a cyclical process including sensing, seizing, and reconfiguring.	[47]
Deakins D., Bensemann J.	This study aims to give qualitative evidence on 34 creative small business strategies	The results show whether in a "country" or "urban" setting, qualitative data reveals disparities in the manner in which initiatives are pursued.	[48]
Duarte Alonso A., Kok S.	This exploratory study develops a framework based on the DC approach in order to advance the understanding of firms' responses to turbulence, as exemplified by the Brexit phenomenon.	The results show DC approach principles, such as the need for essential organizational resources, especially tangible, intangible, and human, to create capabilities.	[49]
Sachitra V., Chong S.-C.	This study aims to comprehend the relationship between resource capabilities and competitive advantage in order to recommend measures that will improve the competitive position of smallholding farms.	The results show resources and DC including organisational learning, relationship building, quality management, and marketing are significantly related to the competitive advantage of minor export crops agriculture.	[50]
Rodrigo-Alarcón J., García-Villaverde P.M., Ruiz-Ortega M.J., Parra-Requena G.	This study examines the impact of social capital and its three components - structural, relational, and cognitive - on entrepreneurial orientation via dynamic capacities.	The results show DC are generated by firms' social capital.	[51]

(*continued*)

Table 3. (*continued*)

Author	Research of focus	Finding	Ref
Purnomo M.	This study attempt to answer the issue of why entrepreneurs from different communities face competition with greater resilience than other local businesses.	The results indicate that Small Scale Agribusiness Enterprises are capable of sensing, seizing, and transforming as mediated by the processes of developing and transferring knowledge, developing and sharing networks, as well as exercising labor management flexibility and local political inclusiveness to better their dynamic capacity.	[52]
Velu C.	This study explores how the organizational capabilities of a firm enable business model evolution.	The result identifies three themes—balanced redundancy, required diversity, and cognitive discretion—that enable a company to create congruence across its business model's components in order to offer the customer value proposition.	[53]
Ruiz-Ortega M.J., Parra-Requena G., García-Villaverde P.M., Rodrigo-Alarcon J.	This study investigate the impact of interorganizational connection termination on entrepreneurial inclination and the moderating effect of DC.	The results show a positive mediation impact of the termination of interorganizational interactions, particularly cooperative ones, on entrepreneurial orientation via DC.	[54]
Acheampong G., Narteh B., Rand J.	This study aims to determine the association between network ties and small commercial poultry farms' chances of survival.	The results indicate that not all network links promote survival, thus small commercial poultry producers must establish and develop network ties with caution.	[55]

(*continued*)

Table 3. (*continued*)

Author	Research of focus	Finding	Ref
Fahim N.A., Baharun R.	This study aims to investigate the factors of strategic orientation towards small and medium agricultural performance in Malaysia, with the mediation impact of innovation capability (IC) as a dynamic approach to farmers' sustainability.	The results show MLO and EO have greater positive impact to IC as well as farm performance.	[56]
Jardon C.M.	The study aims is to examine human capital management and innovativeness in Subsistence small businesses in the Latin American lumber sector.	The results show SSBs develop innovativeness and human capital management as DC and employ human capital management to enhance innovativeness.	[57]
Grande J.	The study aims to investigate vital resources and competencies for farm enterprises engaging in entrepreneurial activities via on- farm diversification.	The results show that the farm's environment, traditional production, relative position, buildings, and terrain may be significant assets that contribute value and originality to the end product that is difficult to replicate.	[58]
Blundel R.	The study aims to examines the growth trajectories and business networks of two specialized food manufacturers.	The results reveals different 'episodes' marked by substantial structural and processual changes at both the firm and inter-firm levels.	[59]

4.5 The Conceptual Model of DC for MSME in Agribusiness

Final conceptual model of DC for MSME in the agribusiness sector can be seen in Fig. 2. We incorporate dynamic events occurring in the reviewed literature, such as changes in input price (raw material, etc.) [34]; market shifting [38, 39]; change in product price [34, 42]; political change [36, 49]; technological change [51, 53]; climate change [45]; and unprecedented events like COVID-19 pandemic [35, 38].

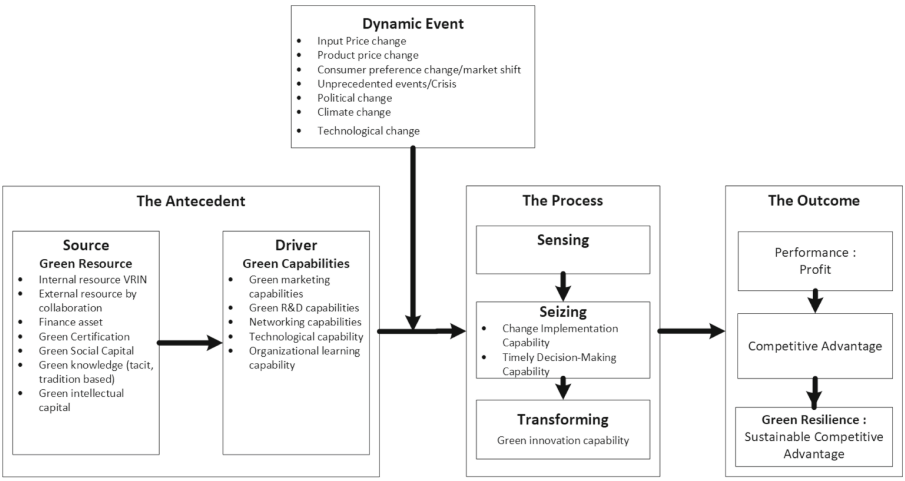

Fig. 3. Integrated Conceptual Model of DC for MSME in the Agribusiness Sector

5 Conclusion and Future Agenda

This paper aimed to develop a conceptual model of DC for MSME in the agribusiness sector. The "green" concept is utilized in the model to distinguish agribusiness from other businesses, as it is intimately tied to natural resources that must be ecologically sustainable. The results of this SR indicate potential areas for future research into thematic dynamic capabilities and sustainable competitive advantage in MSME, taking into account various approaches that can contribute both practically and academically to the organizational practices of businesses. There are currently few publications on the DC of MSME, particularly for micro- enterprises focusing on agribusiness. Moreover, many unexplored topics remain, such as paper in fisheries or aquaculture and production input sectors like fertilizer or agricultural equipment. In addition, there is currently a lack of empirical research on dynamic capabilities in agribusiness due to the prevalence of qualitative studies employing content or exploratory analysis and personal interpretation [36, 48] (Fig. 3 and Table 3).

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