Sharia-Based Innovation Performance: The Role of Dynamic Technological Agility and Entrepreneurial Orientation

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ABSTRACT

This study examines the role of entrepreneurial orientation and network resources in achieving dynamic technological agility, as well as their impact on sharia-based innovation performance and competitive advantage in Muslim fashion SMEs. This study adopts a quantitative, with primary data collected through a structured questionnaire. This research employed a purposive sampling method and involved 163 participants representing the fashion industry. The AMOS software is used for various analyses, including EFA, to refine the measurement model. CFA is applied to validate the model, while SEM is employed to test the research hypotheses. The results of the study indicate that entrepreneurial orientation and network resources are key factors influencing dynamic technological agility. Moreover, it shows that the impact of dynamic technological agility is able to drive sharia-based innovation performance and competitive advantage of Muslim fashion SMEs. This research is limited to Muslim fashion SMEs in Central Java; thus, further research can potentially include SMEs in a more varied sector with a wider area to gain broader insight. This study offers a unique contribution by exploring the multidimensional relationship between entrepreneur orientation, network resources, dynamic technological agility, sharia-based innovation performance, and competitive advantage in Muslim fashion SMEs.

Keywords: *Entrepreneur Orientation; Network Resources; Dynamic Technological Agility; Sharia-Based Innovation Performance; Competitive Advantage.*

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INTRODUCTION

Organizations routinely face issues associated with shorter product life cycles (Poudel et al., 2019). The requirement for minimizing expenses related to resource networks (Yoon et al., 2016) poses additional challenges to success. To create a competitive advantage, organizations must be adept at exploiting dynamic technologies (Ijomah et al., 2024; Lonial & Carter, 2015). When used as a strategy, entrepreneurial orientation takes advantage of market opportunities that significantly outperform those of other companies (Su et al., 2015). Securing a competitive edge and improving business performance requires dynamic capabilities and rapid innovation (Hassan et al., 2024).

Unfortunately, our understanding of the impact on innovation performance based on entrepreneurial orientation is declining (Wales et al., 2020). To significantly increase knowledge regarding entrepreneurial orientation, experts have encouraged the need for in-depth analysis regarding the factors that influence entrepreneurial orientation performance (Saeed et al., 2014), as well as things that can maximize entrepreneurial orientation capabilities and expand knowledge about entrepreneurial orientation in various contexts (Satar et al., 2024; Yin et al., 2021). By examining a conceptual model of dynamic technological agility that is theoretically connected to the context of entrepreneurial orientation and performance, this research seeks to fill this gap (Patel et al., 2015; Poudel et al., 2019).

Dynamic technological agility is developed through a dynamic capabilities approach, which is supported by the absorptive capacity that exists in dynamic capabilities (Helfat & Winter, 2011). We define dynamic technological agility as a novel capability that enables businesses, particularly in small and medium-sized environments, to leverage technology effectively (Guruprasad et al., 2024). This dynamic capabilities approach offers a new conceptual approach to understanding change processes characterized by different competitive conditions (Lanza & Passarelli, 2014). Most of the organizational change processes are well-established, and dynamic capabilities have been viewed as a way to adapt to change (Helfat & Winter, 2011)

Capability development in SME settings is a relatively neglected issue that requires further clarification; therefore, an empirical analysis of dynamic technological agility development in entrepreneurial settings would provide a timely contribution to describe capabilities that can produce sharia-based innovation performance and achieve competitive advantage in the context of Muslim fashion SMEs (Lanza & Passarelli, 2014; Rusdin et al., 2024).

Therefore, this study examines dynamic technological agility in opportunity exploitation in entrepreneurial settings and networking resources and how they enhance sharia-based innovation and competitive advantage.

We explore how new forms of dynamic technological agility, such as organizational agility in exploiting dynamic technology, support the performance of sharia-based innovation in achieving competitive advantage in Muslim fashion SMEs. This research contributes to integrating dynamic technological agility from dynamic capabilities based on entrepreneurial orientation and resource networks. This study highlights how dynamic technological agility is used to exploit technology effectively as a dynamic capability to enhance sharia-based innovation. Based on the background of the problem and the business phenomena that exist in Muslim fashion SMEs, the problem of this research is "How is the development model of dynamic technological agility based on entrepreneurial orientation and network resources in improving sharia-based innovation performance and competitive advantage in Muslim fashion SMEs".

LITERATURE REVIEW

Dynamic Technological Agility

The ability of an organization to exploit technology appropriately is a competency with a dynamic capability approach to generating competitive advantage (Teece et al., 2016). Developing dynamic technological agility as a core competency enables companies to identify and capitalize on the right opportunities by effectively mobilizing technological resources (Guruprasad et al., 2024). Developing dynamic technological agility capabilities is the ability to sense environmental changes by considering changes in competitor actions and the ability to respond appropriately (Chatwani, 2019; Harvey & De Meuse, 2021; Tilman & Jacoby, 2019).

A company that has established dynamic technological agility as a core competency can more efficiently and effectively transfer this capability to other product innovations, as certain technological skills and knowledge may be easily adapted to different innovation efforts. Additionally, the firm will possess greater expertise in adjusting its technological capabilities for new products (Poudel et al., 2019). Likewise, dynamic technological agility is expected to support firms in successfully entering emerging primary markets.

Entrepreneurial Orientation

The fundamental tenet of the Resources-Based View highlights the importance of specific organizational resources, such as entrepreneurial orientation, in attaining long-term competitive advantage. Further insights are offered by recent conceptual developments and corroborating data in other business domains. Proactiveness and innovativeness—two essential components of entrepreneurial orientation—are the subject of this study (Satar et al., 2024). These factors are essential for obtaining a competitive advantage (Wiklund & Shepherd, 2005).

The basic principle is that businesses with an entrepreneurial mindset are better equipped to penetrate unexplored territories and beat competitors (Rauch et al., 2009). On the other hand, the emergence of changes in market dynamics or new technological developments can disrupt product development (Urban & Maphumulo, 2022). Entrepreneurial-oriented businesses are able to adapt to customer needs more quickly than their peers because of their proactive nature, which will ensure their competitive survival (Muna et al., 2022). Based on this explanation, the hypothesis proposed:

H 1: Entrepreneurial orientation influences dynamic technological agility.

Network Resources

Investigation into key systems has depicted firms as interconnected substances instead of autonomous ones. Interfirm systems comprise inter-organizational connections among providers, clients, competitors, and other related substances over different businesses or districts (Liu & Yang, 2019). Gulati et al. (2011) proposed an inter-firm network system acting as channels that permit firms to get profitable data, information, capabilities, and fabric assets from their accomplices, and advance characterizes the benefits of these systems as organized assets.

Thus, firms can assemble and organize assets by getting profitable data and fabric resources from organized accomplices who are willing to share them, in this manner extending the firm's potential activities (Yang & Liu, 2012). Besides, organized assets have implications for firms to use outside assets and data, making a difference in them, making interesting competitive preferences, and promoting predominant execution (Yang & Liu, 2012). Gulati et al. (2011) compare organized assets to social capital, proposing that social capital capacities also contribute to monetary and innovative capital

in interfirm connections, cultivating shared benefits through moved-forward coordination and participation. In this manner, arranging assets engages firms to broaden their vital openings, eventually driving superior firm results and execution. Based on these insights, the proposed hypothesis is:

H 2**:** Network resources positively influence dynamic technological agility.

Sharia-Based Innovation Performance

A company's innovation performance encompasses both product and process innovation, which are closely interconnected and involve complex processes typically spanning all company functions. Product innovation addresses consumer or external user needs, while innovation is defined as introducing a new element into the operational or production function (Newey & Zahra, 2009). Product innovation is market-focused and targets customers, whereas process innovation concentrates on the company's internal operations, aiming to enhance efficiency (Hassan et al., 2024). Development plays a fundamental part in company execution, driven by the competitive advancement of the environment. Subsequently, development execution is seen as having a coordinated effect on company execution (Lanza & Passarelli, 2014).

The performance of sharia-based innovation refers to QS. Al-Ahzaab (33): 59, which confirms the criteria for fashion that meets sharia criteria in the form of its model. The provisions for the performance of sharia-based innovation are also based on the hadith narrated by Imam Ahmad (no. 8311) and Imam Malik (no. 1421) that the provisions for fashion that are in accordance with sharia are seen from the raw materials used. The provisions for the halalness of materials in the performance of sharia-based innovation are based on QS. Al-Maidah: 4. The performance of sharia-based innovation is seen from the design based on the words of the Prophet SAW as narrated by Abu Dawud (no. 4029) and Ibn Majah (no. 3606-3607). Based on the abovementioned explanation, the proposed hypothesis is:

H 3: Dynamic technological agility has a positive influence on sharia-based innovation performance.

Competitive Advantage

Organizational agility is seen as advantageous since it permits firms to rebuild and realign their exercises in reaction to changes within the

commerce environment, eventually driving to prevalent execution (Rusdin et al., 2024). With improved organizational agility, firms are better positioned to recognize openings for competitive activity and plan the essential assets and competencies to capitalize on competitive advantage (Ijomah et al., 2024). Solid technological agility empowers firms to reply rapidly to changing client needs by shaping modern associations, moving forward with operational adaptability, and reinforcing client maintenance (Chen, 2019). Organizational agility empowers firms to capitalize on advertising changes by conveying or moving forward value recommendations and altering inner operations to support these shifts. By upgrading their organizational agility, firms pick up a competitive advantage and are more likely to succeed in a competitive environment (Mikalef & Pateli, 2017). Based on the past study, the proposed hypotheses are:

H 4: Dynamic technological agility positively influences competitive advantage.

H 5: Sharia-based innovation performance positively influences competitive advantage.

RESEARCH METHOD

Sample Design and Data Collection

This study uses an explanatory approach and quantitative methodology to explore the relationship between variables by testing established theories. The population for this study included leaders, business owners, and managers of Muslim Fashion SMEs in Central Java. The sampling technique used was purposive sampling, which is in line with the guidelines set by Hair et al. (2019) regarding determining sample size. A total of 200 questionnaires were distributed, resulting in 163 valid responses. Primary data collection was carried out through questionnaires that were distributed directly to participants to ensure the relevance and accuracy of the responses.

Measures and Instruments

This study's measurement of entrepreneurial orientation uses eight items, using a 5-point scale adapted from Slevin and Terjesen (2011). This estimation scale has been utilized in several observational studies (McGee & Peterson, 2019; Poudel et al., 2019). In this study, network resources

were measured using four items, with a 5-point scale adapted from Gulati et al. (2011) and Yang and Liu (2012). This study's measurement of dynamic technological agility uses four items, using a 5-point scale adapted from Lanza and Passarelli (2014). This scale has been utilized in different observational considers (Liu & Yang, 2019). Sharia-based innovation performance is measured using six items with a 5-point scale used to indicate changes considered new by the company over the past 3 years, adapted from Halim et al. (2015). This study measures competitive advantage using four items, with a 5-point scale developed and modified by Chen (2019).

Data Analysis

Data analysis in this study was carried out using SEM with AMOS 24.0 software. Model fit was evaluated using various indices, such as Chi-Square, RMSEA, GFI, and CFI, with threshold values suggested by Hair et al. (2019) to determine model acceptance. SEM analysis allows validation of the measurement and structural models, ensuring that the theoretical relationships between constructs are supported by the data. The measurement model was tested for validity using CFA, while the structural model was evaluated using path analysis. Overall fit was confirmed by comparing the indices to their respective cutoff values, ensuring statistically good model interpretation (Hair et al., 2019; Wang & Juo, 2021). Table 1 outlines the demographic details of the respondents. The majority of participants were female, with most having less than 11 years of experience in Muslim fashion SMEs. Regarding educational background, most respondents had a bachelor's degree.

RESULTS

Respondent Profile

Table 1 provides a detailed demographic overview of the sample, showing that most respondents have a higher educational background. This educational attainment is considered a major factor in how managers acquire valuable knowledge, which is essential for formulating effective plans and strategies to overcome various challenges and uncertainties. As highlighted in previous studies, such qualifications enable managers to navigate complex situations and make informed decisions to sustain organizational growth and resilience.

Table 1 *Demographical Facts*

Description		Frequency	Percentage (%)
Age	<31	27	16.6
	31–40	52	31.9
	41–50	55	33.7
	>50	29	17.8
Gender	Male	56	34.4
	Female	107	65.6
Education	Diploma	21	12.9
	Bachelor	111	68.1
	Master	31	19
Experiences	<11	79	48.5
	11-15	32	19.6
	16–20	28	17.2
	>20	24	14.7

Source: Processed primary data

Exploratory Factor Analysis

The structure underlying the relationship between constructs and respondents was tested using EFA. The results in Table 2 showed strong item loadings between 0.51 and 0.60, indicating that the items effectively represented their respective constructs. Furthermore, Cronbach's alpha values for all constructs exceeded 0.70, indicating a high level of internal consistency in the study variables. These results confirm the reliability and strength of the measurement model utilized in the study.

Discriminant and Divergent Validity

As presented in Table 2, all indicators showed factor loading values greater than 0.6, indicating strong measurement properties. Additionally, the CR value is above the threshold of 0.7, and the AVE value is above the recommended minimum limit of 0.5, which indicates strong convergent validity. In addition, further analysis revealed that the square root of AVE

exceeded the value of the relationship between the constructs, thus confirming that the discriminant validity criteria were met. These results collectively indicate that construct validity and reliability were successfully achieved, as outlined by previous studies.

Table 2 *Measurement Model Indicators*

Indicators	Loading	CR	AVE
Entrepreneurial Orientation		0.92	0.58
1. Focus on innovation.	0.62		
2. Emphasis on new ideas.	0.76		
3. Willingness to take risks.	0.77		
4. Decision-making under uncertainty.	0.74		
5. Proactive market exploration.	0.76		
6. Act ahead of competitors.	0.83		
7. Invest in uncertain projects.	0.81		
8. Seek high-risk opportunities	0.77		
Network Resources		0.81	0.52
1. Access to partners' knowledge.	0.52		
2. Sharing of valuable resources.	0.76		
3. Collaboration for mutual benefits	0.79		
4. Strong partner relationships	0.78		
Dynamic Technological Agility		0.86	0.60
1. Adapts technological advancements.	0.75		
2. Integrates new technologies.	0.80		
3. Responds to innovation swiftly.	0.79		
4. Enhances technological processes.	0.76		
Sharia-based Innovation Performance		0.86	0.51
1. New Sharia-compliant products.	0.81		
2. Improved service processes.	0.79		
3. Enhanced product quality.	0.76		
4. Market-driven innovations.	0.74		
5. Operational process improvements.	0.57		
6. Customer-focused developments	0.58		
Competitive Advantage		0.82	0.53

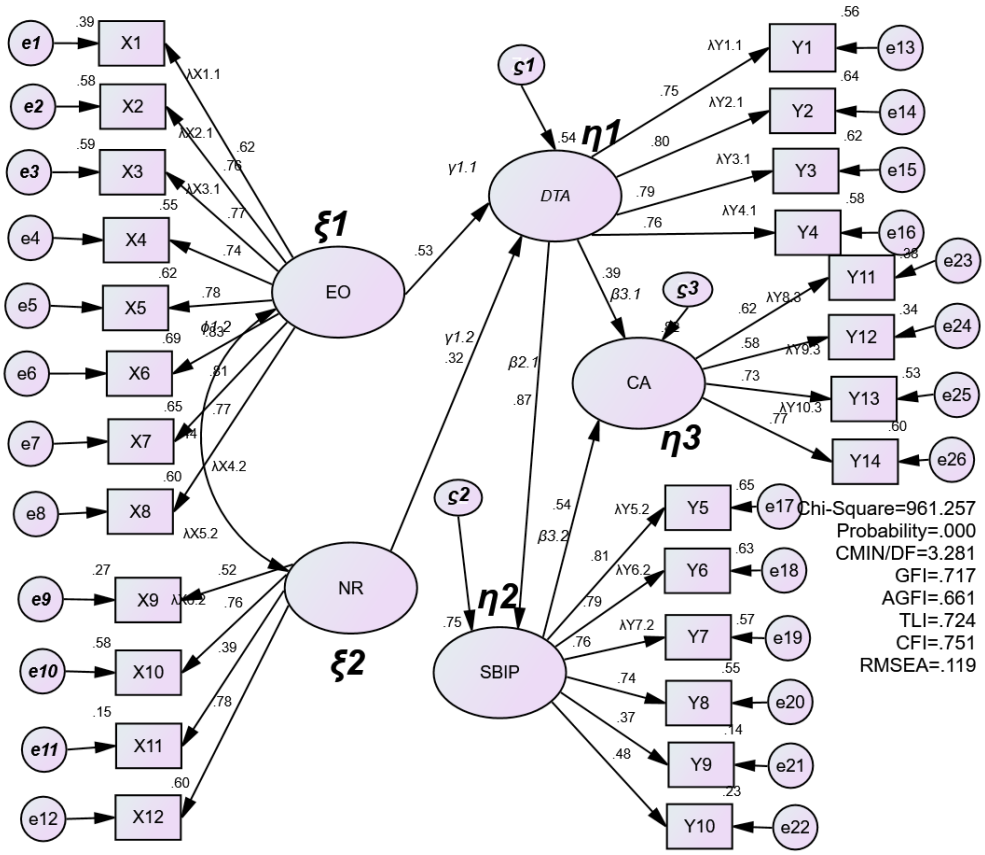
1.	Unique value products.	0.62
2.	Superior product attributes.	0.78
3.	Diverse product offerings.	0.73
4.	Durable product design.	0.77

Source: Primary data processing results

Confirmatory Factor Analysis

Before proceeding with hypothesis testing, it is important to evaluate the suitability of the measurement model. CFA was conducted to assess model suitability. The five-factor measurement model was evaluated using several commonly used goodness-of-fit indices, including Chi-square, TLI, CFI, and RMSEA.

Figure 1 *Full Structural Equation Model*



Source: Primary data processing results

The CFA results demonstrated an excellent model fit, as all fit indices for the five-factor baseline model met the recommended cutoff criteria (x^2/ df = 961.257, GFI = 0.717, AGFI = 0.661, RMSEA = 0.119, TLI = 0.724, CFI = 0.751), in accordance with the guidelines outlined by Hair et al. (2019). These results indicate that the measurement model is appropriate to the data. Structural model analysis was then performed using AMOS 24 on all items described in the measurement section.

Hypothesis Testing

The primary analysis of this research utilized structural equation modeling (Hair et al., 2019). AMOS 24.0 was employed to test both direct and mediation effects in examining and developing the proposed relationship order modeling. This analysis is to assess the entrepreneurial orientation and network resources on dynamic technological agility and sharia-based innovation performance, ultimately leading to competitive advantage through path analysis. In testing both direct and mediation effects and evaluating the moderating role of dynamic technological agility based on entrepreneurial orientation and network resources on sharia-based innovation performance in relation to competitive advantage, we use SEM techniques using hierarchical regression models.

Table 3 *Hypothesis Testing Results*

No	Hypothesis	Std. Estimate	S.E.	C.R.	*P Value*	Information
1	H1: EO→ DTA	.490	.085	5,765	0.000	H1 Supported
2	H2: NR → DTA	.562	.192	2.933	0.003	H2 Supported
3	H3: DTA→ SBIP	.925	.105	8,812	0.000	H3 Supported
4	H4: DTA → CA	.332	.158	2.105	0.035	H4 Supported
6	H5: SBIP → CA	.431	.140	3,092	0.002	H5 Supported

Source: Processed primary data.

The findings from the analysis indicate that entrepreneurial orientation positively influences the dynamic technological agility of the organization, thus supporting H1. Additionally, network resources have a positive impact on dynamic technological agility, supporting H2. Dynamic technological agility is found to positively influence sharia-based innovation performance, confirming H3. It also positively facilitates the attainment of competitive advantage,

supporting H4. Finally, sharia-based innovation performance is shown to positively contribute to achieving competitive advantage, supporting H5.

DISCUSSION

This study identifies that entrepreneurial orientation and network resources enhance dynamic technological agility and sharia-based innovation performance, which, in turn, contribute to competitive advantage. The dynamic function of technological agility has a mediating role between network resources, entrepreneurial orientation, sharia-based innovation performance, and competitive advantage. Our findings contribute to expanding studies on the influence of innovation performance and entrepreneurial orientation (Urban & Maphumulo, 2022). Entrepreneurial orientation fosters dynamic technological agility and has a positive impact on competitive advantage. Dynamic technological agility is essential for producing sharia-based innovation performance, as agility in developing new ideas is crucial for creating new products (Guruprasad et al., 2024). This is a noteworthy finding, as entrepreneurial orientation can significantly contribute to achieving a competitive advantage. The findings of this research offer valuable insights into the development of the capability literature on dynamic technological agility, highlighting the importance of entrepreneurial orientation, network resources, and sharia-based innovation performance in influencing competitive advantage.

Our findings reveal that entrepreneurial orientation and network resources significantly impact competitive advantage and the performance of sharia-based innovation, potentially delivering long-term benefits, thus serving as a foundation for creating competitive advantage. Furthermore, the research results show that the relationship between network resources, entrepreneurial orientation, and dynamic technological agility in achieving sharia-based innovation performance and competitive advantage is effective and is expected to increase over time. To evaluate long-term performance, we examine how entrepreneurial orientation and network resources facilitate dynamic technological agility, sharia-based innovation performance, and competitive advantage.

Our findings provide significant research implications. First, this research shows that the direct relationship between dynamic technological agility based on network resources and entrepreneurial orientation in improving sharia-based innovation performance and realizing competitive advantage remains significant, even in a complex mediation model. In this way,

our study supports the RBV by recommending that having an entrepreneurial orientation and arranging assets is adequate for accomplishing a certain level of execution benefits.

Our study results show an overall impact visible in the form of interventions and possibilities impacts within the causal elements of entrepreneurial orientation and arrange assets on sharia-based development execution and competitive advantage, accounting for the watched variety in execution results among entrepreneurial firms (Rusdin et al., 2024). Contrasts in customer state of mind dynamism over markets and the changing quality of the impacts of entrepreneurial introduction and arranged assets on energetic, innovative agility over Muslim fashion SMEs may help clarify this variety.

We propose that dynamic capabilities, due to their unmistakable capacity to coordinate and abuse assets (Harvey & De Meuse, 2021), are fundamental for creating and keeping up with first-mover preferences. A few energetic capabilities act as intervention mechanisms, serving as intervening builds, whereas others work as possibilities in this preparation. Our consideration appears that dynamic technological agility capability is one such mediation instrument to produce first-mover advantages, depending on the entrepreneurial firm's capacity to create energetic, innovative agility as a center competency and shape customer attitudes to adjust to the firm's objectives.

At long last, our discoveries recommend that customer attitude dynamism impacts the degree to which dynamic innovative agility drives firm development. This has noteworthy hypothetical suggestions. We contend that customer attitude dynamism shifts over item markets and empowers or motivates entrepreneurially arranged firms to engage in demand-driven development, making incremental points of interest and advancing maintainable development. There is also widespread agreement within the writing that advancement is central to business enterprise (Alegre & Chiva, 2013). In this manner, investigating the part of demand-driven development compared to supply-driven advancement within the commercial victory of entrepreneurially oriented firms might give extra experiences into the watched variety in execution over SMEs.

CONCLUSION

Our main finding is that we react to the call for joining more hypothetical points of view to clarify sharia-based innovation performance and competitive advantage inside entrepreneurially oriented firms and those with network

resources. We conceptualize entrepreneurial orientation as a key asset for firms, reflected in behaviors and states of mind. We contend that energetic, innovative dexterity capabilities are central to the method of changing over the entrepreneurial introduction and arranging assets into execution results.

To look at this, we tried a multi-order intervention demonstration. The importance of this chain of four develops (entrepreneurial orientation and arranged assets driving to energetic, innovative agility capabilities, which in turn cultivate development, sharia-based innovation performance, and competitive advantage) supports our knowledge that entrepreneurial firms tend to create dynamic, innovative agility as a center competency, independent of the level of dynamism in their individual businesses (Hassan et al., 2024). Our test incorporates a few SMEs working inside the Muslim fashion division. The results also approve of our multi-theoretical approach, which joins speculations from dynamic capabilities theory and core competency theory with concepts from customer behavior and showcasing writing.

We present the concept of dynamic, innovative agility capability and emphasize that its development significantly moderates the relationship of network resource-based dynamic technological agility and entrepreneurial orientation in achieving sharia-based innovation performance and competitive advantage of a company. Eventually, our consideration offers a more nuanced and innovative clarification of how entrepreneurial orientation and organized assets impact sharia-based innovation performance and competitive advantage. Consequently, we coordinated key business literature, dynamic capabilities theory, and dynamic, innovative agility theory. The commitment of this study lies in presenting the point of view of entrepreneurial orientation and network resources and setting up dynamic, innovative agility as key drivers of sharia-based innovation performance and competitive advantage.

LIMITATION

In our model, some theoretical relationships may be neglected. Dynamic capabilities for technological agility are crucial for sustainable growth, enhancing sharia-based innovative performance, and creating competitive advantages. A company's ability to connect in the market can complement these dynamic technological agility capabilities, working together to foster competitive advantages. Additionally, there could be an interactive effect between these two distinct capabilities contributing to sharia-based innovation performance and competitive advantage for entrepreneurial firms.

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