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Procedural Rationality and Strategic Adaptation among SMEs in Bandung Raya, Indonesia: Examining Decision Quality, Strategic Flexibility, and Environmental Uncertainty

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ABSTRACT

Small and medium-sized enterprises (SMEs) make strategic decisions under resource constraints and changing environmental conditions. This study examines the relationships among procedural rationality, strategic decision quality, and strategic adaptation among SMEs in Bandung Raya, Indonesia, while considering strategic flexibility and environmental uncertainty as boundary conditions. The study uses a cross-sectional dataset of 125 observations and 18 indicators across five constructs. Preliminary path estimates indicate a negative association between procedural rationality and strategic decision quality ($\beta = -0.127$, $p = 0.0319$), a positive association between decision quality and strategic adaptation ($\beta = 0.372$, $p < 0.001$), and no statistically significant direct association between procedural rationality and adaptation ($\beta = 0.045$, $p = 0.513$). The estimated interaction between strategic flexibility and decision quality is not significant ($\beta = -0.055$, $p = 0.198$). The environmental-uncertainty interaction has a positive coefficient and a reported p-value of 0.0293; however, its reported confidence interval includes zero, so this result requires verification before substantive interpretation. The indirect effect proposed in H4 is not reported in the available output. In addition, construct overlap and incomplete instrument documentation limit the strength of inference. The findings are therefore treated as preliminary and exploratory. The study contributes an integrated framework for examining how decision processes and organizational and environmental conditions relate to SME adaptation, while identifying the measurement and reporting requirements for a confirmatory test.

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1. INTRODUCTION

Small and medium-sized enterprises (SMEs) operate in environments shaped by changing customer preferences, competitive pressure, technological developments, and fluctuations in input markets. These conditions can be especially consequential for firms with limited financial, informational, and managerial resources. In such settings, strategic adaptation depends not only on recognising environmental change but also on making choices and translating them into adjustments in products, processes, resource allocation, and market approaches. Understanding the connection between strategic decision processes and subsequent adaptation is therefore important for explaining how SMEs respond to uncertainty (Johan et al., 2024).

The extent of small-business activity in the Bandung Raya region offers a solid empirical foundation for exploring these connections. According to Statistics Indonesia's 2023 figures for micro and small manufacturing, Kabupaten Bandung held 46,614 units, Kabupaten Bandung Barat 28,536 units, Kota Bandung 38,058 units, and Kota Cimahi 8,020 units. Together, these four neighboring local governments contained 121,228 micro and small manufacturing units. These enterprises also provided jobs for 422,755 workers across the same areas in 2023 (Badan Pusat Statistik Provinsi Jawa Barat, 2025a, 2024). Although the numbers reflect manufacturing sites rather than all small and medium enterprises across sectors, they show the significant scale and employment impact in the region. This concentration makes managerial quality and strategic adaptation important not just for individual firms but for local economic activity.

Based on Dean & Sharfman (1993, 1996), procedural rationality refers to the extent to which decision-makers systematically search for relevant information, identify and compare alternatives, and evaluate the likely consequences of available choices. It describes the process through which a decision is reached rather than the quality of the decision outcome itself. A more extensive decision process can improve the informational basis of a choice, but its value may depend on whether information is relevant, timely, and interpreted appropriately. In resource-constrained SMEs, the costs of information search and analysis may also compete with the need to respond quickly. Accordingly, the relationship between procedural rationality and decision quality should be examined empirically rather than assumed to be uniformly positive (Al-Hashimi et al., 2022; Priem et al., 1995; Riedl et al., 2013).

Strategic decision quality concerns the perceived soundness of a strategic choice in relation to the organisation's objectives and available evidence. Strategic adaptation, in contrast, concerns subsequent changes in organisational direction, resource deployment, or operating practices. The distinction is consequential: a decision may be carefully considered but not implemented, while adaptation may occur in response to immediate pressures without a comprehensive analytical process. Decision quality can therefore be conceptualised as a possible mechanism connecting the decision process to subsequent strategic action. This argument is consistent with research distinguishing decision processes from decision outcomes and implementation (Amason, 1996; Dean & Sharfman, 1996). The conversion of decision quality into adaptation may depend on a firm's capacity to reconfigure resources and on the conditions under which decisions are made. Strategic flexibility captures the ability to revise resource commitments, product-market choices, and courses of action as circumstances change (Sanchez, 1995; Brozović et al., 2025). It may strengthen the translation of a sound decision into action because flexible firms have greater scope to implement alternatives. Environmental uncertainty, by contrast, concerns the perceived unpredictability of environmental conditions and their consequences (Milliken, 1987; Aprilia et al., 2020; Kenisah & Carolina, 2024). It may alter the usefulness of information and the relationship

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between systematic analysis and decision quality. These arguments provide a rationale for examining strategic flexibility and environmental uncertainty as distinct moderators rather than treating them as interchangeable contextual variables.

This study extends the authors' prior research on Indonesian SMEs. Augustrianto and Silvianita (2026) explored how strategic benchmarking and absorptive capacity connect to innovation performance, with organizational agility acting as a mediating factor. Their work underscores how knowledge-related abilities and agility help explain innovation outcomes. The current project complements that focus by turning to the managerial decision process that guides strategic action. It asks whether procedural rationality links to the quality of strategic choices, whether decision quality affects later adaptation, and whether these ties rely on strategic flexibility and environmental uncertainty. Together, the two studies cover related but separate elements of SME responsiveness: the earlier work centers on knowledge and agility, while this one examines decision conditions and how choices become adaptation. This link shows how the research agenda builds without treating both studies as the same model.

Despite established research on strategic decision processes, decision effectiveness, and dynamic capabilities, these perspectives are not always combined in studies of SME adaptation. The gap here involves an integrated explanation of (1) whether procedural rationality relates to strategic decision quality, (2) whether decision quality links to strategic adaptation and carries an indirect effect from procedural rationality, and (3) whether strategic flexibility and environmental uncertainty shape these connections. This study addresses the following questions:

RQ1: How do procedural rationality, strategic decision quality, and strategic adaptation relate among SMEs in Bandung Raya?

RQ2: Does strategic decision quality mediate the link between procedural rationality and strategic adaptation?

RQ3: Do strategic flexibility and environmental uncertainty moderate the decision-quality–adaptation and procedural-rationality–decision-quality relationships?

The study aims to provide an integrated framework shaped by context; however, because early measurement and estimation limits are noted below, its empirical value should be viewed with care.

2. RESEARCH METHODS

This study uses a quantitative, cross-sectional approach to assess proposed links among SMEs in Bandung Raya, Indonesia. The dataset includes 125 observations. Yet the materials provided for this revision lack the sampling frame, recruitment records, screening criteria, response rate, fieldwork dates, and respondent-level demographic and firm profiles. As a result, the sampling method, representativeness, and detailed traits of participating SMEs cannot be verified from the current documentation. These details should be drawn from the original fieldwork records rather than inferred or reconstructed.

The data file arranges 18 indicators across five constructs: procedural rationality (PR1–PR3), strategic decision quality (SDQ1–SDQ3), strategic flexibility (SF1–SF4), environmental uncertainty (EU1–EU4), and strategic adaptation (SA1–SA4). Responses use a five-point Likert scale, and the dataset shows no missing values. An earlier draft reportedly included five procedural-rationality items, but the analytical file holds only three. The final questionnaire, item wording, reasons for removal, and any pilot or validation evidence were unavailable for review. This difference is significant and should be checked against the administered survey and raw data before treating the results as confirmatory.

The current documentation lacks enough detail to trace each measurement scale's origin, the exact wording of items, the translation or adaptation steps, or proof of content and pilot validation. The authors should supply a measurement table showing each construct, its conceptual definition, source citation, item count, sample item, response anchors, and any adaptation. If the questionnaire was translated into Bahasa Indonesia, the translation and back-translation or equivalent review should be outlined. No claim of back-translation, pilot testing, or expert validation is made here because supporting records were not provided. The positive wording in the draft items suggests reverse coding was not used, but this needs verification against the final questionnaire.

The manuscript offers a preliminary PLS-SEM analysis. Although the table notes 1,000 bootstrap resamples (Efron & Tibshirani, 1993), details such as software, version, settings, missing-data handling, weighting, interaction terms, and exact options remain undocumented. The path estimates are presented as independent preliminary figures rather than verified outputs from the study software. To meet reproducibility standards from Henseler et al. (2015), the authors should rerun or export the model and report the measurement model (indicator loadings, internal consistency, convergent validity, discriminant validity), structural model (collinearity, path coefficients, confidence intervals, effect sizes, explanatory power), and indirect and interaction effects. The manuscript therefore treats the coefficients as provisional estimates. These requirements align with applied PLS-SEM guidance (Hair & Alamer, 2022; Hair et al., 2022; Ringle et al., 2023; Sarstedt et al., 2022).

Table 1. Previous Research

Researcher (Year)	Research title	Variables / focus	Key findings or contribution	Relevance to this study
Dean & Sharfman (1993)	Procedural rationality in strategic decision-making	Procedural rationality; strategic decisions	Examines the rationality of strategic decision processes and their organizational context.	The conceptual basis for PR involves information search and evaluation of alternatives.
Amason (1996)	Distinguishing the effects of functional and dysfunctional conflict on strategic decision-making	Decision process; decision quality	Distinguishes decision quality from consensus and decision-process dynamics.	Supports treating strategic decision quality (SDQ) as distinct from the decision process.
Milliken (1987)	Three types of perceived environmental uncertainty	Environmental uncertainty	Distinguishes state, effect, and response uncertainty dimensions.	Serves as the conceptual basis for EU as a moderating condition affecting decision-making.
Sanchez (1995)	Strategic flexibility in product competition	Strategic flexibility	Explains the critical role of flexibility in competitive choices and preserving strategic options.	Supports strategic flexibility (SF) as a potential condition for converting decisions into action.

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Eisenhardt & Martin (2000)	What are dynamic capabilities?	Dynamic capabilities; resource reconfiguration	Describes processes through which firms integrate, build, and reconfigure resources.	Supports the theoretical link between flexibility and subsequent strategic adaptation.
Teece (2018)	Business models and dynamic capabilities	Dynamic capabilities; adaptation	Explains capability and business model adjustment in response to market and technological change.	Provides a broader theoretical rationale for organizational strategic adaptation.
Augustrianto & Silvianita (2026)	Using strategic benchmarking and absorptive capacity to improve innovation performance: The role of organizational agility in Indonesian SMEs	Strategic benchmarking, absorptive capacity, organizational agility, and innovation performance.	The findings indicate positive correlations between knowledge-related capabilities and both organizational agility and innovation performance.	Provides a related SME capability perspective and informs the broader context of organizational responsiveness.

Source: Authors' synthesis of the studies cited in the table and listed in the references.

Research Gap

Studies of strategic decision-making highlight the role of decision processes and their organizational context (Dean & Sharfman, 1993, 1996; Eisenhardt & Zbaracki, 1992). In parallel, the dynamic-capabilities view describes how firms integrate, build, and reconfigure resources amid shifting environments (Eisenhardt & Martin, 2000; Teece, 2018). Work on strategic flexibility also indicates that firms vary in their capacity to maintain and redeploy strategic options (Sanchez, 1995). Yet the current study examines a narrower issue: how the quality of a strategic decision might link the process behind it to later adaptation, and whether flexibility and environmental uncertainty shape this link. This issue matters especially for SMEs, where analytical resources and the ability to carry out strategic choices may be limited.

The proposed contribution lies not in novel constructs but in linking a decision-process explanation with a capability-based view of adaptation. Strategic decision quality may serve as a mechanism between procedural rationality and adaptation. Strategic flexibility might shape whether decision quality becomes adaptation, while environmental uncertainty may affect whether procedural rationality relates to decision quality. These moderators act on separate links and reflect distinct theoretical contingencies. The empirical test here is preliminary, as construct distinctiveness and parts of the statistical output need further review.

Research Framework

The framework outlines three direct routes: procedural rationality leading to strategic decision quality, decision quality leading to strategic adaptation, and procedural rationality leading to strategic adaptation. It also suggests an indirect route from procedural rationality to adaptation through decision quality, implying that systematic information search and evaluation may affect adaptation partly via the soundness of the choice made. Strategic

flexibility is proposed as a moderator of the decision-quality–adaptation link, with the positive relationship expected to strengthen when firms can reconfigure resources and revise actions. Environmental uncertainty is proposed as a moderator of the procedural-rationality–decision-quality link, since shifting or ambiguous conditions can change the value and timing of information used in analysis. These points are theoretical expectations rather than findings. Figure 1 shows the hypothesized direct routes, the suggested indirect influence through strategic decision quality, and the two moderating effects. The hypotheses follow.

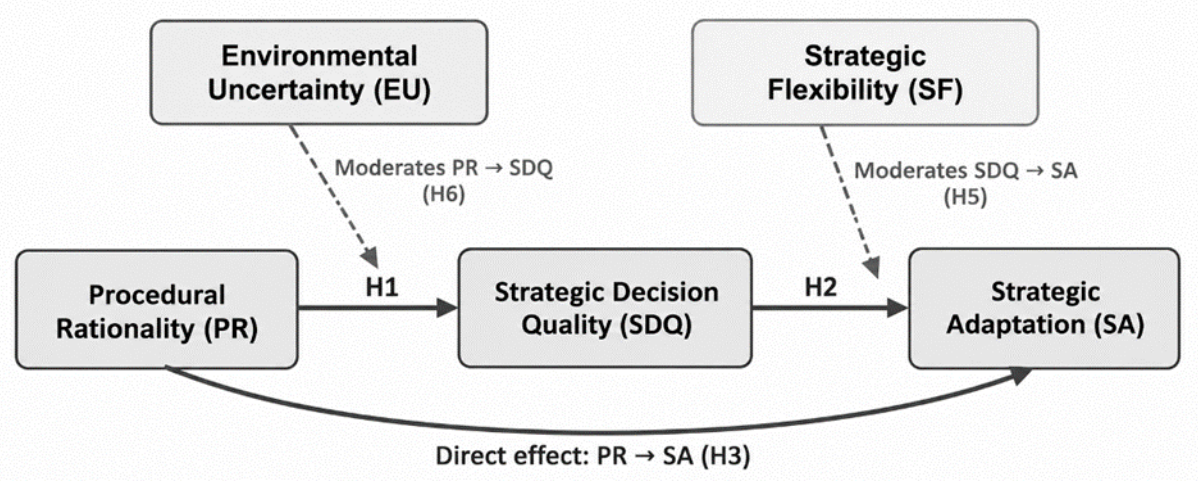


Figure 1. Research framework

Note: Solid arrows indicate hypothesized direct links. The sequence PR → SDQ → SA outlines the proposed mediation effect (H4). Dashed arrows mark the suggested moderation of PR → SDQ by environmental uncertainty (EU) (H6) and of SDQ → SA by strategic flexibility (SF) (H5).

Research Hypotheses

Drawing on the proposed framework and theoretical synthesis, several hypotheses were developed.

- H1: Procedural rationality relates positively to strategic decision quality.
- H2: Strategic decision quality relates positively to strategic adaptation.
- H3: Procedural rationality relates positively to strategic adaptation.
- H4: Strategic decision quality mediates the link between procedural rationality and strategic adaptation.
- H5: Strategic flexibility strengthens the connection between strategic decision quality and strategic adaptation, with greater impact at higher flexibility levels.
- H6: Environmental uncertainty alters the relationship between procedural rationality and strategic decision quality; the theoretical direction should be clarified and tested via interaction and conditional effects.

3. RESULTS AND DISCUSSION

Results

This section outlines the primary empirical results derived from the preliminary partial least squares structural equation modelling (PLS-SEM) analysis conducted on the dataset of 125 SME observations.

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Table 2. Hypothesis Testing Results

Hypothesis / Path	Path Coefficient (β)	Bootstrap Standard Error	t-statistic	p-value	95% Percentile Confidence Interval
H1: PR → SDQ	-0.127	0.059	2.146	0.0319	[-0.248, -0.012]
H2: SDQ → SA	0.372	0.094	3.973	7.1e-05	[0.193, 0.555]
H3: PR → SA	0.045	0.068	0.653	0.513	[-0.077, 0.189]
H5: SDQ × SF → SA	-0.055	0.043	1.287	0.198	[-0.154, 0.010]
H6: PR × EU → SDQ	0.155	0.071	2.179	0.0293	[-0.017, 0.262]

Source: Authors' preliminary independent PLS path-model calculations (N = 125; 1,000 bootstrap resamples).

Discussion

The preliminary estimates provide limited evidence regarding the proposed relationships. The strongest supported pattern in the available table is the positive association between strategic decision quality and strategic adaptation (β = 0.372, p = 0.000071; reported 95% confidence interval [0.193, 0.555]). This is consistent with the argument that choices perceived as sound and appropriate are more likely to be followed by adjustments in products, operations, or resource deployment. Nevertheless, the cross-sectional design does not establish temporal order or causality, and the measurement overlap reported in the manuscript limits confidence in the construct-level interpretation.

The procedural-rationality coefficient for strategic decision quality is negative (β = −0.127, p = 0.0319), contrary to the positive direction hypothesised in H1. The result therefore does not support H1 as formulated, even though the reported p-value indicates a statistically detectable association. It would be premature to conclude that analytical decision-making harms decision quality. Plausible explanations—including measurement mismatch, omitted contextual factors, or the costs of lengthy information processing in resource-constrained firms—remain hypotheses that cannot be distinguished using the information currently available. The discrepancy between five draft items and three analysed indicators, together with the lack of verified final questionnaire and measurement diagnostics, makes instrument verification a priority before theoretical interpretation.

The direct path from procedural rationality to strategic adaptation is not statistically significant (β = 0.045, p = 0.513); thus, H3 is not supported by the reported estimate. The interaction between strategic decision quality and strategic flexibility is also not significant (β = −0.055, p = 0.198), providing no support for H5 in this preliminary analysis. This does not establish that flexibility is irrelevant; rather, the current analysis does not demonstrate the

proposed contingency effect. The indirect effect for H4 is absent from the results table, so the mediation hypothesis cannot be evaluated. The authors should report the bootstrapped indirect-effect estimate, standard error, confidence interval, and p-value before drawing any conclusion about mediation.

For H6, the reported interaction coefficient is positive (β = 0.155) and the p-value is 0.0293, but the reported 95% confidence interval is [−0.017, 0.262], which includes zero. Under a conventional two-sided 5% criterion, this interval does not indicate a statistically significant effect. The p-value and interval may have been generated using different procedures or copied incorrectly; the original software output must be checked and both statistics recalculated using the same bootstrap settings. Until this discrepancy is resolved, H6 should be classified as inconclusive rather than supported. More generally, the findings should be interpreted in light of the need to establish discriminant validity and report complete measurement and structural model diagnostics.

4. CONCLUSION AND IMPLICATIONS

This study explores how procedural rationality, strategic decision quality, strategic flexibility, and environmental uncertainty connect to strategic adaptation among SMEs in Bandung Raya. Initial estimates suggest a positive link between decision quality and adaptation, yet the procedural-rationality coefficient for decision quality runs counter to H1's expected direction. The direct path from procedural rationality to adaptation lacks significance, as does the proposed interaction involving strategic flexibility. Available data cannot confirm H4 mediation because the indirect effect is missing. H6 stays uncertain since its p-value clashes with a confidence interval that spans zero. Consequently, the evidence does not support the full model.

The study's theoretical contribution lies in an integrated framework where decision quality may link procedural rationality to strategic adaptation, while strategic flexibility and environmental uncertainty act as separate boundary conditions across different paths. Current estimates provide only preliminary support for this model. For SME managers, the positive link between decision quality and adaptation suggests practical value in checking whether strategic choices are clear, feasible, and aligned with organizational objectives before implementation. Managers should not view the negative procedural-rationality coefficient as a reason to stop gathering information; the finding needs replication with a verified instrument and stronger measurement evidence. Future research should (1) reconcile the final questionnaire and item history, especially the PR scale; (2) document sampling procedures and respondent and firm profiles; (3) validate construct reliability, convergent validity, and discriminant validity; (4) rerun the PLS-SEM model with fully reported settings and consistent bootstrap inference; (5) report the H4 indirect effect and conditional effects for H5 and H6; and (6) use a larger, more diverse, and preferably longitudinal SME sample to examine temporal relationships and generalizability.

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