

IMPLEMENTASI KEMAMPUAN DINAMIS DALAM MENCAPAI KEUNGGULAN KOMPETITIF BERKELANJUTAN: STUDI KASUS PADA PD. ASH JAYA

IMPLEMENTATION OF DYNAMIC CAPABILITY IN ACHIEVING SUSTAINABLE COMPETITIVE ADVANTAGE: A CASE STUDY AT PD. ASH JAYA

Salsabilla Hesvara Putri Mulyadi¹, Siska Noviaristanti²

^{1,2}Telkom University, Bandung

salsabillahesvara@student.telkomuniversity.ac.id¹, siskamarhen@telkomuniversity.ac.id²

Abstrak

Saat ini lingkungan bisnis mengalami perubahan yang dinamis. Agar dapat bertahan dalam lingkungan bisnis yang dinamis, perusahaan harus senantiasa memperbarui kompetensi dan strateginya untuk mencapai keunggulan kompetitif yang berkelanjutan (sustainable competitive advantage). Penerapan strategi kapabilitas dinamis (dynamic capability) merupakan pendekatan yang paling sesuai untuk diimplementasikan perusahaan dalam mencapai keunggulan kompetitif yang berkelanjutan (sustainable competitive advantage) pada persaingan dan perubahan lingkungan yang dinamis. Terdapat tiga komponen utama dalam kapabilitas dinamis (dynamic capability), yaitu kapabilitas adaptif (adaptive capability), kapabilitas absorpsi (absorptive capability), dan kapabilitas inovasi (innovative capability) (Wang & Ahmed, 2007).

Penelitian ini bertujuan untuk mendeskripsikan penggunaan kapabilitas dinamis (dynamic capability) dalam mencapai keunggulan kompetitif yang berkelanjutan pada perusahaan PD. ASH Jaya. Dalam penelitian ini peneliti menggunakan metode penelitian kualitatif deskriptif di mana primary data diperoleh melalui wawancara dan observasi, dan secondary data diperoleh melalui artikel, jurnal, buku, dan sumber daya lainnya.

Hasil Penelitian ini menunjukkan bahwa pengimplementasian absorptive capability sudah mencapai tahap sustainable competitive advantage. selanjutnya adaptive capability telah mencapai tahap sustainable competitive advantage. Implementasi innovative capability belum mencapai tahap sustainable competitive advantage. Penelitian ini menunjukkan bahwa pengimplementasian dynamic capability secara keseluruhan pada perusahaan PD. ASH Jaya masih belum sepenuhnya dilakukan dengan efektif sehingga belum dapat menciptakan sustainable competitive advantage pada setiap bidang.

Kata kunci: Kapabilitas Dinamis, Keunggulan kompetitif yang berkelanjutan, Kapabilitas adaptif, Kapabilitas Absorptif, Kapabilitas Inovasi.

Abstract

Currently, the business environment is experiencing a dynamic change. In order to survive in a dynamic business environment, companies must constantly update their competencies and strategies to achieve the sustainable competitive advantage. The application of a dynamic capability strategy is the most suitable approach for companies to implement in achieving a sustainable competitive advantage in a dynamic competition and environmental changes. There are three main components in dynamic capability, namely adaptive capability, absorptive capability, and innovative capability (Wang & Ahmed, 2007).

This research is intended to describe the use of dynamic capabilities in achieving a sustainable competitive advantage in PD. ASH Jaya. In this research, researcher used descriptive qualitative research methods in which the primary data was obtained directly through interviews and observations, and secondary data was obtained through articles, journals, books, and other resources.

The results of this study show that the implementation of absorptive capacity has reached the stage of the sustained competitive advantage. Furthermore, the implementation of adaptive capability has reached the stage of sustainable competitive advantage. The implementation of innovative capabilities has not reaches the stage of sustainable competitive advantage. This study shows that the implementation of dynamic capability in PD. ASH Jaya has not yet been fully implemented effectively, so it has not been able to create a sustainable competitive advantage in every field.

Keywords: Dynamic Capability, Sustainable Competitive Advantage, Adaptive Capability, Absorptive Capability, Innovative Capability.

1. Background

Improving the welfare and quality of life of the people is the responsibility of every country. Nowadays, it is not uncommon for many countries to believe that economic growth is the main determinant of welfare and quality of life. According to data obtained by Badan Pusat Statistik (2020), Indonesia's economy grew by 5.02% in 2019, which covers all business areas such as industry, trade, construction, information and communication.

The processing industry business segment became the largest source of growth, with an increase of 0.80%, followed by wholesale and retail trade, auto and motorcycle repair shops, with an increase of 0.61%, the construction industry at 0.58%, and the information and communication industry at 0.49%. 2.54 percent [3]

In terms of processing industry studies, the development of the rice processing industry has experienced a positive increase from 2018 to September 2020. In 2018, Indonesia experienced a surplus in rice production of 2.85 million tons with a total production of 32.42 million tons and consumption of 29.57 million tons [27]. Furthermore, in 2019 Indonesia experienced a surplus of 1.53 million tons of rice with a total production of 31.31 million tons and consumption of 29.78 million tons [28]. From January 2020 to September 2020, it is estimated that Indonesia has produced 26.91 million tons of rice and the total consumption during that period is estimated at 22.28 million tons of rice, so it is known that a temporary surplus is estimated at 4.63 million tons [19]. The phenomenon of economic growth that occurs creates a dynamic business environment. In accordance to be able to survive in a dynamic business environment, a company must constantly update its competencies and strategies to achieve sustainable competitive advantage.

A company is said to have a sustainable competitive advantage when it has implemented a strategy that is not yet owned and cannot be duplicated by competitors or potential competitors [4]. Many business people are competing to make innovations in order to create a sustainable competitive advantage. It is not uncommon for innovation to be considered as a concept of economic growth. However, innovation can only survive in an environment of fierce competition, it is not sufficient to survive in dynamic market conditions [7].

In a dynamic changing environment, the dynamic capability is the most appropriate strategy. From the results of research conducted by Putri & Mustamu (2014), it can be seen that companies that use dynamic capability as a competitive strategy can achieve a sustainable competitive advantage [22].

In other research conducted by Sanberg & Abrahamsson (2011), it is known that in order to achieve a sustainable competitive advantage a company must run all components of dynamic capability. If the company operates only on one of the components, a sustainable competitive advantage will not be formed [25].

In this research, the author chooses to analyze the implementation of dynamic capability in PD. ASH Jaya, which is a rice manufacturing company. Currently, PD ASH Jaya sells its products to 5 customers in Cipinang Central Market (Pasar Induk Cipinang).

Based on the income report of PD. ASH Jaya it is known that the revenue of PD. ASH Jaya continues to experience positive growth from 2015 until 2019. In 2015 PD. ASH Jaya generated revenue of IDR 66,079,674,652. In 2016 PD. ASH Jaya generated revenue of IDR 66,108,205,200. Furthermore, in 2017 PD. ASH Jaya generated revenue of IDR 58,345,662,150. Then in 2018 PD. ASH Jaya generated revenue of IDR 93,399,170,920. And in 2019 PD. ASH Jaya succeeded in generating revenue of IDR 121,054,769,303.

Based on the result of the pre-interviews that have been conducted with Mr. Asep Saepudin as the owner, PD. ASH Jaya has the desire to become the most superior rice manufacturer in Cipinang's main market (Pasar Induk Cipinang). Moreover, according to the results of the pre-interview, it is also known that PD. ASH Jaya has implemented a dynamic capability strategy. PD. ASH Jaya collects information and knowledge from outside the company and then share it internally. PD. ASH Jaya also continues to innovate. One of them is currently PD. ASH Jaya is designing a machine capable of producing 100 tons of rice per day. However, currently PD. ASH Jaya still cannot control its management properly, based on the results of the pre-interview with Mr. Asep Saepudin as the owner, even though PD. ASH Jaya has divided tasks into each division that has been listed on the organizational structure, but Mr. Asep Saepudin still feels a lack of control over their management. Mr. Asep Saepudin said that, although PD. ASH Jaya has divided the tasks into each division and each division has done its job, but Mr. Asep Saepudin as the owner must continue to supervise every operation, and company operations cannot function if they are not under the supervision of the owner. PD. ASH Jaya still marketed their product traditionally, there is no market innovation in PD. ASH Jaya, and there is no website to market their products. Mr. Asep Saepudin said there is a decline in revenue experienced by the company, during the pandemic. Asep Saepudin also said that the company's marketing reach is also limited.

Based on the phenomenon of dynamic environmental changes and the company's desire to become the most superior rice manufacturing company in the Cipinang main market (Pasar Induk Cipinang), the author is interested in researching the implementation of dynamic capability in PD ASH Jaya. As discussed briefly above, the dynamic capability is the most appropriate strategy to create a sustainable competitive advantage in dynamic environmental changes. This research was conducted to find out whether the implementation of dynamic capability that has been done by PD. ASH Jaya has achieved a sustainable competitive advantage or not. Therefore, the author is interested in conducting research entitled "Implementation of Dynamic Capability in Achieving Sustainable Competitive Advantage: A Case Study at PD. ASH Jaya".

2. Literature Review

2.1 Strategic Management

Strategic management is the art and science of formulating, implementing, and evaluating cross-functional decisions that encourage an organization to achieve its objectives by focusing on the integration of management,

marketing, accounting, operations, research and development, and computer information systems. Strategic management aims to exploit and create new opportunities, unique value, and long-term value [14].

2.2 Management Innovation

Management Innovation is the management of each operation involved in the process of formulating ideas, developing technology, manufacturing and selling the new (or improved) product or manufacturing process or equipment [31].

2.3 Knowledge Management

Knowledge management can be defined as the management of each operation involved in the process of discovering, capturing, sharing, and applying knowledge to maximize the impact of knowledge on the achievement of unit objectives in a cost-effective manner. Knowledge management also can be simply defined as doing what is necessary to get the most out of the source of knowledge [16].

2.4 Human Resource Management

Human resource management is characterized as a strategic and coordinated approach to managing an organization's most valuable assets, the people who work there and contribute individually and collectively to the achievement of its goals [2].

2.5 Sustainable Competitive Advantage

Sustainable competitive advantage is crucial for creating long-term value for shareholders at the business unit level [23]. Competitive advantage refers to a condition in which the value of a product or service owned by a company is superior to its competitor [13]. Sustainable competitive advantage comes from the dynamic capability that is contained in the company's operation and remains under control during the company's establishment and operation [30]. There are 2 attempts suggested by David F.R., to achieve the sustainable competitive advantage, namely:

1. Continuously adapting to changing trends and external events as well as internal capabilities, competencies, and resources [15].
2. Formulate, implement, and evaluate strategies effectively [15].

2.6 Research Based View

Resource-Based View theory emphasizes that company resources are the main thing that helps companies take advantage of opportunities, neutralize threats and can lead to sustainable competitive advantage [15].

2.7 Dynamic Capability

Dynamic capability refers to a competitive advantage strategy carried out by companies by continuing to innovate, integrate, and reconfigure capabilities and competencies in facing dynamic environmental changes [29]. Dynamic capability has three main components, namely absorptive capability, adaptive capability, and innovative capability [33].

Absorptive capability refers to the company's capability to manage knowledge or information, and then utilize it for commercial purposes [9]. Adaptive capability refers to the company's capability to adapt to environmental changes, identify and respond to opportunities, monitor markets, customers, and competitors, and refers to the company's ability to align internal resources with external demands [33]. Innovative capability refers to a company's capability to introduce and develop new products or create new markets by aligning an innovative strategic orientation with innovative behaviors and processes [32].

2.8 Theoretical Framework

The purpose of the framework is to explain the interaction or the relationship of each components or variables.

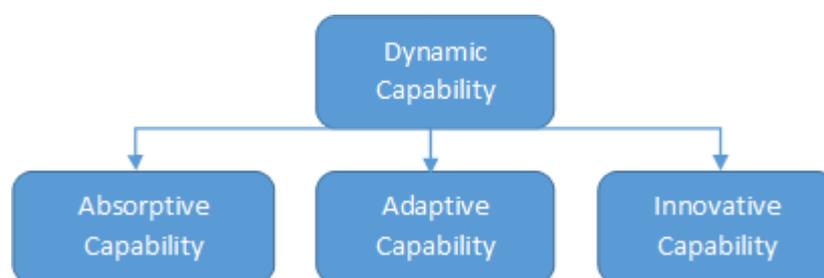


Figure 2.1: Theoretical Framework

This framework shows a series of activities that will be carried out in this study. In this study the authors will find out how the implementation of dynamic capability at PD. ASH Jaya. Researchers will examine the implementation of absorptive capability in PD ASH Jaya, and measuring the role of absorptive capabilities in

creating a sustainable competitive advantage in PD. ASH Jaya. Furthermore, the researcher will examine the implementation of adaptive capability in PD. ASH Jaya, to find out the extent of the role of adaptive capability in creating a sustainable competitive advantage at PD. ASH Jaya. And also researchers will find out the extent of the role of innovation capability in creating a sustainable competitive advantage at PD. ASH Jaya.

3. Research Methodology

3.1 Research Characteristic

This research used qualitative method. The objective of this research is to analyze the implementation of dynamic capability in achieving a sustainable competitive advantage on PD.ASH Jaya. Qualitative research is a form of investigating and interpreting the significance given to a social or human problem by individuals or groups. The research process includes evolving questions and procedures, gathering data in the environment of the participants, inductively evaluating the data, building from specifics to general themes, and interpreting the significance of the data [10].

The purpose of this research is descriptive. Descriptive studies are often designed to collect data that describe the characteristics of objects (such as people, organizations, products, or brands), events, or situations [26]. This research will use cross sectional study, a cross-sectional study refers to a study that can be performed in which data is only collected once to answer a research problem, maybe over several days or weeks, or months [26].

The strategy for this research is a case study. Case study focus on gathering information about a specific object, event, or activity, such as a specific business unit or organization. In a case study, the case is the individual, group, organization, event, or situation that the researcher is interested in [26].

3.2 Population and Sample

Population described as a whole group of people, events or things of interest that the researcher wants to investigate [26]. The population of this research would be employees who work in PD.ASH Jaya. According to the information of the interviewee, PD. ASH Jaya has 45 workers.

Sample described as a subset of the population or in other words, it can also be represented as an appropriate person, object, or event representative of the entire population [26]. The sampling technique that used in this research is purposive sampling with the criteria for informants to understand the company. Purposive sampling is a sampling process that limited to certain types of people, who can provide the information needed, either simply because they have it, or according to standards set by the researchers [26]. The sample criteria that the author will interview are informants who understand the company well and can provide the information needed by the author. There are 7 informants who will be the samples in this research.

3.3 Data Collection Method

This research use primary and secondary data collection method. Primary data collection refers to a data collection method in which information is obtained through people, such as workers, customers, managers, investors, and/or suppliers [26]. Primary data collection of this research was obtained through interviews and observation. Determination of the sources in this research using purposive sampling method with the criteria for informants that understand the company.

Secondary data collection refers to data collecting process where data is obtained through existing sources and does not have to be collected by researchers [26]. Secondary data collection of this research was obtained through articles, journals, books, and other resources.

3.4 Analysis Technique

The data analysis technique used in this research is divided into several stages. That is, checking data from various sources, data reduction, classification, data validity, and data interpretation process. In addition, the author will triangulate the data to test the validity of the data and compare the interview data with field observations. The next data will be presented in the form of a description to explain the results of the author's analysis of the findings in the research.

4. Research Result and Discussion

4.1 Absorptive Capability

Correlation with Zahra & George (2002) concerning absorptive capability process, PD. ASH Jaya has implemented the four process that is acquisition, assimilation, transformation, and exploitation. Analysis result from interviewees shows the absorptive capability condition at PD. ASH Jaya. Further explanation describes interpretation of data analysis result.

1. Acquisition

PD. ASH Jaya realizes that external information and knowledge is very useful for the company's operations. PD. ASH Jaya collects/receives external information and knowledge through several sources such as the PERPADI organization, through direct communication with several companies that have

connections with them, through direct communication with the government, suppliers, other experts who have the same field as the company, and from farmers. The external information and knowledge they collect is in the form of information on market conditions, quality of raw materials, quantity of raw materials, prices of raw materials, technological trends, the latest government regulations, and weather conditions. Any information they collect serves as a consideration for deciding the company's strategy. External information and knowledge also serve as a guide for the company when doing new things or making improvements.

2. Assimilation

PD. ASH Jaya responds to external information and knowledge by accepting all available external information and knowledge, but PD. ASH Jaya needs to consider the implementation of its information and knowledge. PD. ASH Jaya already knows how to interpret and understand the external information and knowledge they collect. The external information and knowledge they have collected will be discussed in a meeting held by the company. External information and knowledge that has been decided to be implemented will be adjusted to the company business. The company will reassess the condition of the company and the company's targets, and make adjustments to the external information with the targets to be achieved by the company. The company also makes adjustments to existing information and knowledge with the latest information and knowledge by evaluating existing knowledge, and making adjustments to the latest information and knowledge.

3. Transformation

In the process of transforming information and knowledge, PD. ASH Jaya will evaluate the information and knowledge, then search for additional information and knowledge, and use the latest information and knowledge to adjust with the existing information and knowledge. The information and knowledge that is implemented is the information and knowledge that is in accordance with the target or problem that want to be achieved or resolved.

4. Exploitation

PD. ASH Jaya has implemented an external information and knowledge when innovating products, technology, and services, by adjusting the information and knowledge to the innovations that will be carried out. In terms of product updates, PD. ASH Jaya needs information about market trends, the latest information, supplier status, and the latest regulations so that the innovations it makes can achieve the goals set by the company.

Based on these results, the authors found that PD. ASH Jaya already has the ability to control and process information and knowledge. PD. ASH Jaya considers suggestions from many parties in an effort to avoid mistakes in decision making. PD. ASH Jaya participates in the PERPAD I organization and is active in participating in a series of activities held within the organization. PD. ASH Jaya is also active in socializing with other companies engaged in the same field, and with customers as well as suppliers, to obtain information and knowledge about technological developments, trends that occur in the business environment, customer buying patterns, and other useful information to achieve the targets that have been determined or solve problems that occur within the company. The company is also actively evaluating internal information and knowledge. The Company's ability to absorb, understand, and control its information and knowledge is one of the sustainable competitive advantages where the company is considered to have the greater learning ability than the competitors, integrates external information and turn it into strong embedded knowledge (Wang & Ahmed, 2007).

The ability to control information and knowledge is very important to successfully deal with change. Based on research conducted by Puteri & Mustamu (2016) the company's ability to control information and knowledge has an important role in developing and innovating. Furthermore, based on the results of research conducted by Naquib et al (2017) it was found that the company's ability to control information and knowledge has a significant relationship to the sustainable competitive advantage. In this study, it was found that the better the ability of a company to control information and knowledge, the better the quality of the company's decision making.

4.2 Adaptive Capability

Correlation with Wang & Ahmed (2007) concerning adaptive capability process, PD. ASH Jaya has the capability in adapt to environment changes, identify and respond to opportunities, monitor market, customer, and competitor and also align the internal resources with external demands. Analysis result from interviewees shows the adaptive capability condition at PD. ASH Jaya.

1. Adapt to environmental changes

Evaluation of the business environment is regularly carried out by PD. ASH Jaya in an effort to identify changes in the business environment. PD. ASH Jaya regularly assesses market conditions, pays attention to buyers' buying patterns, analyzes trends that are occurring in the business environment, and continues to communicate with all parties related to business continuity. Identifying environmental changes enables companies to quickly respond to market changes and develop quickly in response to changes in their business priorities.

2. Identify and respond to opportunities.

The company's evaluation is regularly carried out by PD. ASH Jaya, as an effort to adapt and seize business opportunities. The process of identifying opportunities carried out by PD. ASH Jaya begins by analyzing the company's internal and external, and analyzing trends that occur in the business environment. PD. ASH Jaya realizes that companies have opportunities provided by the business environment, one of which, by joining the PERPADI organization makes it easier for companies to get information and knowledge, and also to be more easily accessible to potential customers. Company also determines that with the high rice consumption habits of the Indonesians, allows the company to continue to survive and growth.

3. Monitor markets, customers, and competitors

PD. ASH Jaya continues to strive to improve the quality of services and products, the company also always provides a competitive price in order to maintain customer satisfaction and to anticipate the actions that will be taken by competitors. The company also always pays attention to customer buying patterns, trends that occur, and market conditions in order to analyze customer's possible demands, to continue to provide the best service.

Based on those results, the author found that in terms of identifying and tracking changes in the environment, customer needs and opportunities, and innovation, PD. ASH Jaya will evaluate the internal and external business environment, which is in line with the value of dynamic capabilities, that is, the company can move dynamically and flexibly according to customer needs (Teece & Pisano, 1994). The company's ability to identify and track changes in the environment, customer needs and opportunities, and innovation, will affect the company's ability to deal with change (Naquib et al, 2017).

Based on these findings, the authors conclude that the company has a dynamic capability in its ability to identify opportunities, threats and technologies facing the company. The company has maximized its capabilities in understanding the opportunities that exist in the market. This can be shown from the company's ability in the R&D process and technology selection, the company's ability to utilize suppliers, the company's ability to follow production science and technology, as well as the company's ability to identify target markets, changing customer needs and customer innovation in a company that is already dynamic in following the environment. Constantly changing and increasingly fierce competition. Based on these results it can be concluded that PD. ASH Jaya already has an embedded adaptive capability. Adaptive capabilities enable the company to adapt to environmental changes and align internal resources with external demands which are essential for the survival and evolution of the company (Wang & Ahmed, 2007).

4.3 Innovative Capability

Based on these results, the author found that PD. ASH Jaya has good product planning and design. PD. ASH Jaya has the technology and ability to choose raw materials properly, these advantages help companies create value for products that are produced, and this issue is in accordance with dynamic capability theory which emphasizes the process of capturing value, where the product or service owned by a company must have value embedded in its products (Teece & Pisano, 1994).

In carrying out strategic innovation, PD. ASH Jaya evaluates strategies on a regular basis which are discussed in regular meetings. Likewise for behavior innovation, PD. ASH Jaya conducts performance evaluations, provides freedom of work processes for employees, and provides useful information for the development of work quality. The author also finds that the company has divided the divisions, and has given the head of department the power to make and make decisions. However, the company did not implement SOPs, the use of information systems, rewards and punishments, and other measures, requiring owners to come to the office for supervision every day.

The result of these findings can be said to be PD. ASH Jaya still lack dynamic capability in innovation capability especially for behavioral innovation and technology innovation indicator, PD. ASH Jaya always innovate their machine but, they still lack in communication technology, which can be indicated by the need for the owner to come to the office to conduct supervision, and the need to conduct a briefing every morning.

5. Conclusion and Suggestion

5.1 Conclusion

From the research results of the implementation of dynamic capabilities in creating sustainable competitive advantages in PD. ASH Jaya, the researchers can draw conclusions including:

1. The implementation of adaptive capability with adapt to environmental changes, Identify and respond to opportunities, and also in monitor markets, customers, and competitors as indicators, in order to create a sustainable competitive advantage in PD. ASH Jaya has reached the expected sustainable competitive advantage stage.
2. The implementation of absorptive capability with information and knowledge acquisition, assimilation, transformation and exploitation as indicators, in order to create a sustainable competitive advantage in PD. ASH Jaya has reached the expected sustainable competitive advantage stage.

3. The implementation of innovative capability with product innovation, market innovation, strategic innovation, behavioral innovation and technology innovation as indicators, in order to create a sustainable competitive advantage in PD. ASH Jaya still has not reached the sustainable competitive advantage stage.
4. The implementation of dynamic capability in the company has not yet been fully implemented so that it has not yet achieved a sustainable competitive advantage.

5.2 Suggestion

Based on the results of the study, the authors recommend several suggestions for PD. ASH Jaya, which are as follows:

1. Companies can increase employee loyalty by implementing rewards and punishments.
2. The company can implement standard operating procedures to create a more structured process operation and avoid any irregularities that occur within the company.
3. Companies can take advantage of the development of information systems to conduct attendance with automation, supervision and long-distance communication.
4. Companies can build a website to market their products, so the customers do not have to make direct visits to the company to be able to find out information about products such as price, and quality. This also makes the company more accessible to potential customers.
5. Companies can hold training at high level management such as owners and managers in terms of managing human resources.

Based on the research results, the authors recommend suggestion further researchers, it is hoped that they can further explore each answer that has been given by the data source and the analysis method is also made more developed, namely not only qualitative analysis, but using mixed analysis, namely qualitative and quantitative so that research results can be more accurate because using numbers not just spoken or written.

REFERENCES

- [1] Apriza, S., & Utami, A. F. (2018). Firms' Dynamic Capabilities: A Case of Indonesian Telecommunication Company. *Journal The WINNERS*, 69-76.
- [2] Armstrong, M. (2006). *A Handbook of Human Resource Management Practice 10th Edition*. United Kingdom: Kogan Page Limited.
- [3] Badan Pusat Statistik. (2020). *Berita Resmi Statistik: Pertumbuhan Ekonomi Indonesia Triwulan IV-2019*. Jakarta: Badan Pusat Statistik.
- [4] Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 99-120.
- [5] Berkhout, A. J., Hartmann, D., Duin, P. V., & Ortt, R. (2006). Innovating the Innovation Process. *International Journal of Technology Management*, 390-404.
- [6] Brink, T. (2019). Orchestration of Dynamic Capabilities for Competitive Advantage . *International Journal of Energy Sector Management* .
- [7] Chau, V. S., & Witcher, B. J. (2008). Dynamic Capabilities for Strategic Team Performance Management: The Case of Nissan. *Team Performance Management*, 179-191.
- [8] Chukwuemeka, O. W., & Onuoha, B. C. (2018). Dynamic Capabilities and Competitive Advantage of Fast Foods Restaurants. *International Journal of Management Science and Business Administration*, 7-14.
- [9] Cohen, W. M., & Levinthal, D. A. (1990). Absorptive Capacity: A New Perspective on Learning and Innovation. *Administrative Science Quarterly*, 128-152.
- [10] Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. United State of America: SAGE Publication, Inc.
- [11] Creswell, J. W., & Miller, D. L. (2000). Determining Validity in Qualitative Inquiry . *Theory Into Practice*, 124-130.
- [12] Cui, Y., & Jiao, H. (2011). Academic paper Dynamic capabilities, strategic stakeholder alliances and sustainable competitive advantage: evidence from China. *Corporate Governance*, 386-398.
- [13] Dash, A. K. (2013). Competitive Advantage: Its Importance and Impact on Design of Strategy. *International Journal of Application or Innovation in Engineering of Management*, 7-3.
- [14] David, F. R. (2005). *Strategic Management Concept Tenth Edition*. United States: Pearson Education, Inc.
- [15] David, F. R. (2011). *Strategic Management Concepts and Cases*. United states: Pearson Education, Inc.
- [16] Fernandez, I. B., & Sabherwal, R. (2010). *Knowledge Management systems and processes*. United States: M.E. Sharpe, Inc.
- [17] Ferreira, J., Coelho, A., & Luiz, M. (2018). Dynamic capabilities, creativity and innovation capability and their impact on competitive advantage and firm performance: The moderating role of entrepreneurial orientation . *Technovation*, 1-18.
- [18] Kalali , N. S., & Heidari , A. (2016). How was Competitive Advantage Sustained in Management Consultancies during Change. *Journal of Organizational Change Management*, 661-685.

- [19] Kementerian Pertanian Republik Indonesia. (2020). Stok Beras Aman Sampai 2020. Retrieved from Pertanian.go.id: <https://www.pertanian.go.id/home/?show=news&act=view&id=4108>
- [20] Liliani, & Wiliana, J. (2018). Kapabilitas Dinamis UMKM dalam Merespons Perubahan Lingkungan Bisnis. *Internasional Business Management*, 33-46.
- [21] Naguib, A. N., Elsaid, E., & Elsaid, A. M. (2017). The Impact of Dynamic Capabilities on Sustainable Competitive Advantage in the Pharmaceutical Sector in Egypt. *Business and Management Research*, Vol.6, No.2.
- [22] Puteri, L. T., & Mustamu, R. H. (2014). Analisis Strategi Bersaing Sebuah Perusahaan Kemasan Plastik di Provinsi Jawa Timur. *AGORA*, Vol. 2, No. 1.
- [23] Reimann, B. C. (1989). Sustaining the Competitive Advantage. *Planning Review*, 30-39.
- [24] Rothaermel, F. T. (2008). Technological Innovation: Generating Economic Result. *Advances in the study of Entrepreneurship, Innovation and Economic Growth*, 201-225.
- [25] Sandberg, E., & Abrahamsson, M. (2011). Logistics Capabilities for Sustainable Competitive Advantage. *International Journal of Logistics*, 61-75.
- [26] Sekaran, U., & Bougie, R. (2016). *Research Methods for Business A skill-Building Approach Seventh Edition*. United Kingdom: John Wiley & Sons Ltd.
- [27] Subdirektorat Statistik Tanaman Pangan. (2018). *Executive Summary: 2018 Harvested Area and Rice Production in Indonesia*. Jakarta: Badan Pusat Statistik.
- [28] Subdirektorat Statistik Tanaman Pangan. (2020). *Luas Panen dan Produksi Padi di Indonesia 2019 (Hasil Survei Kerangka Sampel Area)*. Jakarta: Badan Pusat Statistik.
- [29] Teece, D. J., & Pisano, G. (1994). The Dynamic Capabilities of Firms: An Introduction. *Industrial and Corporate Change*, 537-556.
- [30] Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 509-533.
- [31] Trott, P. (2017). *Innovation Management and New Product Development Sixth Edition*. United Kingdom: Pearson Education Limited.
- [32] Wang, C. L., & Ahmed, P. K. (2004). The Development and Validation of the Organizational Innovativeness Construct Using Confirmatory Factor Analysis. *European Journal of Innovation Management*, 303-313.
- [33] Wang, c. L., & Ahmed, P. K. (2007). Dynamic Capabilities: A Review and Research Agenda. *International Journal of Management Reviews*, 31-51.
- [34] Zahra, S. A., & George, G. (2002). Absorptive Capacity: A Review, Reconceptualization, and Extension. *The Academy of Management Review*, 185-203.