



Competitive Advantage Development Model with Logistics Competence: A Qualitative Study

Mohamad Sodikin*, Susilowati

Sekolah Tinggi Ilmu Ekonomi Cendekia Karya Utama Semarang

ARTICLE INFO



Article history:

Received 5 February 2024

Accepted 29 June 2024

Published 30 July 2024

Keywords:

competitive advantage, logistics competency

ABSTRACT

Uniqueness in the field of logistics was chosen as the basis for excellence in higher education at Institute of Economics Science Cendekia Karya Utama in Indonesia, because it is considered that logistics capabilities are the basis for building competitive advantages for its alumni. However, this program has never been studied for the effectiveness of its implementation and also for its follow-up development model. Based on the Resource Based View theory, this research aims to determine the effectiveness of the logistics competency program and build a competitive development model at Institute Economic Science Cendekia Karya Utama Semarang. Through qualitative methods involving informants from the Indonesian Logistics Training Institute, lecturers, logistics practitioners and graduate who work in logistics companies, it was found that to increase broader competitive advantage there needs to be strengthening in several aspects, namely the need to add digital logistics curriculum content (ex: warehouse management system, transportation management system and strengthening foreign languages (English, Mandarin). A logistics-based competitive advantage development model can be developed by synergizing and collaborating between universities and alumni, the business and industrial logistics, practitioners and training institutions according to their respective roles -each of which is discussed in this study. This study contributes to the expansion of the resource based view theory and the development of graduate quality and unique logistics competencies as a basis for building excellence from Institute Economic Science Cendekia Karya Utama Semarang, Indonesia.

Introduction

The success of an organization is in line with the Resource Based View theory, no longer only focusing on material resources, but starting to

pay attention to intangible resources, namely human capital. Where superior human resources are seen as being able to provide organizational excellence and competitiveness in the long term (Ortega-Lapiedra et al., 2019). Therefore, organizations need to continue to analyze human resources and develop their

* Corresponding author. email: sodikinmohamad73@gmail.com

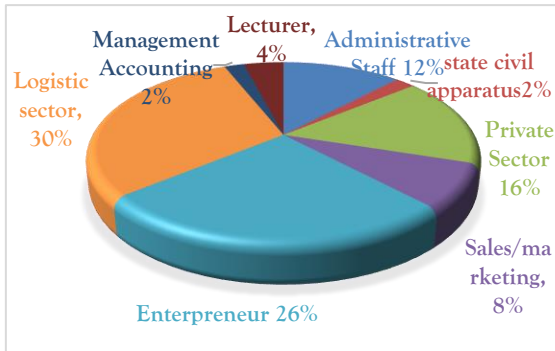
internal capabilities as a source of sustainable competitive advantage (Agyabeng-Mensah & Tang, 2021; Kraaijenbrink, 2011). Higher education institutions are important institutions in facilitating efforts to build quality human resources who have excellence and are able to compete in implementing their potential in the national sphere, as well as internationally. Through the learning process in higher education, students will gain knowledge, skills and experience and expertise that will be an advantage for the student. In line with studies (J. Barney, 1991; Çağlıyan et al., 2022; Hart & Rodgers, 2023), stated that competitive advantage can be achieved when an organization has resources that are valuable, unique, difficult to imitate and not easy to replace.

Institute of Economics Science Cendekia Karya Utama Semarang, is one of the universities in Central Java with a vision to provide excellence and uniqueness for its alumni with expertise in the field logistics. The logistics competencies possessed by Institute of Economics Science Cendekia Karya Utama graduates will become the basis of excellence and uniqueness for alumni at Institute of Economics Science Cendekia Karya Utama Semarang, Indonesia. This recognition of logistics expertise was built in collaboration with the Logistic Administrative Officer (LAO) which has received legalization from the National Professional Certification Agency in Indonesia. This uniqueness in the field of logistics was chosen as the basis advantage, because in an era of rapid technological change, competition between companies is increasingly fierce, many companies are starting to make this logistics capability the basis for building their competitive advantage (Bag et al., 2020; Daugherty, Patricia J., Theodore P. Stank, 1998; Dovbischuk, 2022; Wang, 2020). Through this

program students will be equipped with reliable knowledge, skills and abilities in the field of logistics. In accordance with studies (Flamholtz, E. and Lacey, 1981; Sairmaly, 2023) that the development of knowledge, skills and abilities of human resources is part of efforts building individual core competencies of the organization. In a broader model, (Sairmaly, 2023; Wright et al., 2001) explains that individual characteristics and competencies will become meaningful when practiced in a wider scope so that they truly become an advantage and uniqueness of the organization.

Referring to RBV theory, the unique logistics competencies developed by Institute of Economics Science Cendekia Karya Utama Semarang will become the competitiveness of its graduates in the world of work. However, based on empirical data, it shows that graduates from Institute of Economics Science Cendekia Karya Utama Semarang are absorbed and working in the logistics sector will only reach 30% in 2022 (Figure 1) and even 10% in 2023 (Figure 2). This shows that the absorption of graduates, especially those working in the logistics sector, has not shown a large composition in accordance with the advantages built by Institute of Economics Science Cendekia Karya Utama Semarang. Therefore, it is important to carry out research with the aim of finding out the effectiveness of the logistics competency program that has been developed by the institution and what the development model for this competency is so that it will be unique and competitive for graduates from Institute of Economics Science Cendekia Karya Utama Semarang.

Figure 1.
Tracer Study 2022



Source: Student Section at Institute of Economics Science Cendekia Karya Utama Semarang

Figure 2.
Tracer Study 2023



Source: Student Section at Institute of Economics Science Cendekia Karya Utama Semarang

The qualitative approach is used in this study with the consideration of obtaining real and complete data from various stakeholders (lecturers, graduates, professional certification institutions, logistics practitioners, university leaders) to support the objectives of this study (Creswell et al., 2007; Lindgren et al., 2020).

This study contributes to the expansion of the Resource Based View theory in the development of the uniqueness of individual resources of university graduates with logistics competencies. Managerially, the results of these findings will provide new insights and models in the development of logistics competencies at Institute of Economics Science Cendekia Karya Utama Semarang.

Literature Review

Resources Based View Theory

The resource-based perspective (Resources Based View Theory or RBV) emphasizes that a company will continue to try to maintain and maintain its competitive advantage by using resources that are useful and superior, rare and cannot be imitated by competing companies (J. B. Barney, 2001). This means that a business with adequate strategic resources will find it easier to maintain its survival, develop and gain profits (Banmairuoy et al., 2022; Grant, 1996). In line with this theory, logistics competency is a unique thing given to students at the Scholar Institute of Economics Science Cendekia Karya Utama Semarang. This uniqueness will become a source of competitiveness for alumni and also the Institute of Economics Science Cendekia Karya Utama Semarang.

Competitive Advantages and Logistics

Competitive advantage according to (Lieberman, 2021) is defined as the advantage of an organization that is built on unique differentiation, so that it is able to provide more benefits to customers compared to its competitors. In line with this (Barney, 2001) states that organizations will have competitive advantage when they have resources that are valuable, rare, difficult to imitate and difficult to find substitute value for. In line with this

meaning, (Ma, 2000) explains that competitive advantage is a combination from cost efficiency, differentiation, speed in responding to change, flexibility, and innovation. Based on these several meanings, we believe that competitive advantage is how an organization exploits its potential thus becoming a superior resource compared to competitors.

There are several dominant factors that can support the competitive advantage of educational institutions, namely, first: strategic location. Easy accessibility of campus locations is an important point in supporting competitiveness. Availability of public transportation, convenience and adequate roads, ample parking are aspects of the location's carrying capacity. Second, value excellence, this factor can be in the form of superior human resources, a curriculum with excellence in particular, good service and infrastructure and the breadth of areas of cooperation with other institutions. Third, community needs, are the superiority of the learning process and outcomes which are taken into consideration by parents in determining the choice of an educational institution. This advantage is related to the superior competencies that graduate have after completing their studies and the hope of obtaining a job or future career (Purwanto, 2011).

In line with this, from the perspective of Resource Based View (RBV) theory, it describes specific decision-making abilities in the human resources domain is an important source in building competitive advantage (Krakowski et al., 2022). This decision is related to how universities design graduate profiles, learning outcomes, and curriculum content that supports efforts to achieve graduate profiles with unique logistical competencies. Through

the development of appropriate and adaptive models, graduates will have unique competencies and be able to increase their competitiveness in the world of work, and this will be an individual ability that is considered very valuable and rare (Barney, 1991). Valuable, because it allows individuals to have better strategies, thereby ultimately improving their chances of winning (Banmairuroy et al., 2022; Chassy & Gobet, 2011), and are rare, because individuals must undergo a long learning process to develop this ability. Expertise, which creates differences in ability, is also a source of advantage (Kryscynski et al., 2021; Schilke et al., 2018) and human abilities and tacit knowledge also mean they cannot be easily imitated (Miller & Shamsie, 1996; Obeidat et al., 2021).

The study (Lieberman, 2021) confirms that strategy is also an important instrument that an organization must have to build a competitive advantage. It was further explained that there are three important strategies to support competitive advantage, namely: cost leadership strategy, differentiation strategy, focus strategy. The cost leadership strategy emphasizes that the organization must be able to carry out the production process with a low cost strategy. Differentiation strategy refers on the uniqueness that an organization has in a number of dimensions of products, services, or other unique values that the organization has. Focus strategy relates to segmentation and target strategies that will be the focus of services from the institution and adapting its strategy to serve that group specifically (Farida & Setiawan, 2022). Likewise, to support better quality products or services than competitors, organizations can adapt technology into research and operations as part of efforts to build organizational capabilities and advantages (Farida & Setiawan, 2022; Ulrich & Lake, 1991).

On context logistics, factor most important for company logistics for achieve growth which sustainable, profitability and superiority competitive no just principles general company, but Also all employee must oriented on solution, improvement and innovation. Industry 4.0 which develop fast in world and do large investment to be able to place it in all lines is the main factor in achieving this target (Akkaya & Kaya, 2019). The logistics sector is not only a local market but also a global market where there is global competition. The logistics sector has been greatly affected by all developments. Logistics innovation means the ability to implement or create new ideas about logistics activities. This idea can developed for make product or service which there to be more useful or efficient. With logistics innovation capabilities, it becomes possible for reach ability logistics Which very difficult imitated by competitor and provide sustainable competitive advantage (Akkaya & Kaya, 2019).

In the context of efforts to build excellence, Institute of Economic Science Cendekia Karya Utama has a vision to develop logistics skills for its students as a strategic focus in building excellence. This effort is carried out through Logistic Administrative Officer (LAO) training. LAO has competency content in the management of economic and manufacturing activities which includes all goods management processes starting from moving, storing, procurement and maintenance to the process of eliminating goods to support the achievement of the goals of producers, distributors and consumers effectively and efficiently. Through Logistic Administrative Officer (LAO) training, it is hoped that participants will be able to understand and have these competencies so that these will become accompanying competencies and at the same time become a basis for excellence for alumni at Institute of Economic

Science Cendekia Karya Utama. Competence in the field of logistics administration can also receive a certificate from the National Professional Certification Agency as proof of competency that can support career path and performance. To support this program, STIE Scholar Karya Utama collaborates with the Professional Certification Institute (LSP) Insan Prima Logistics to carry out professional certification for students.

Method, Data, and Analysis

This research uses qualitative descriptive research with a case study type. This approach was chosen in accordance with the research objectives, namely to reveal objective and in-depth empirical facts regarding the logistics competency development program in the case context at Institute of Economics Science Cendekia Karya Utama Semarang, and to try to find a development model so that it can be used as a new insight in increasing the competitiveness of graduates based on logistics competencies. Data collection techniques in this research were carried out through interviews with several informants relevant to the research objectives. This interview technique has been widely accepted as a collection method data on exploration qualitative including on field social, management and others (Creswell et al., 2007; Halcomb & Davidson, 2006; Tashakkori A., 2003).

Informants were selected by purposive sampling according to the research objectives, using the snowballing method. The informants in this study were the Indonesian Logistics Training Institute (LogIn), as a certification institution that provides logistics training for students. Through this informant, data will be collected on the materials and training methods carried

out. Lecturers at Institute of Economics Science Cendekia Karya Utama Semarang who teach logistics courses. Through this informant, data will be collected on the processes, strategies, learning methods, experiences and skills taught by the lecturers. Next are logistics practitioners and alumni who work in logistics companies. Through this informant, data will be collected on user perceptions from Institute of Economics Science Cendekia Karya Utama Semarang graduates with real needs in the field, whether they are relevant, and for graduates, data will be collected on whether the learning process and curriculum content developed in higher education are relevant to the world of work experienced. The data analysis technique used in this research uses content analysis with manifest analysis techniques from planning, data collection, data analysis of results reports. The data analysis stages carried out are as follows decontextualization: At this stage, the meaning of data that is not relevant to the context and research objectives is identified. Recontextualization: Incorporating data or content that is relevant to the research objectives. Categorization: Identifying homogeneous groups and triangulation by researchers. Compilation: develop realistic conclusions based on accurate data (Bengtsson, 2016).

Result and Discussion

Based on the data that has been collected through the interview process with informants according to the objectives of this research, the following results were found as following:

Related with Effectiveness program competence logistics

To improve the quality of graduates, universities must build connectivity with partners and the

needs of the industrial world, especially those engaged in logistics services. There are several factors that are the main keys so that connectivity becomes effective, namely policies and strategies, curriculum, learning and teaching, partnerships, accreditation, funding and quality of management, lecturers and management staff, academic culture and atmosphere, facilities and infrastructure (Ali et al ., 2020). In the context of this study, researchers looked at aspects of curriculum, learning and partnerships. Rationality from choice content This because third aspect the nature dynamic and college tall must always endeavor developing the quality and breadth of networks with various partners who can support efforts to build higher education excellence.

Content curriculum aspect:

Informant	Conclusion answer informant
Alumni	The material in LAO and Export Import (Exim) is considered relevant to the work, but needs expansion and strengthening of mastery Language foreign (English, Mandarin)
Practitioner	Basically, students' knowledge of logistics is sufficient. However, it is necessary to add additional competencies in the field of transportation logistics, digital logistics as strengthening and expanding competencies. Recommend WMS (Warehousing Management System) and TMS (Transport Management System).

	Strengthening foreign languages is also an important input to support competency student.
Lecturer	So far, warehousing material has been relevant to logistics industry, but warehousing material needs to be expanded example on <i>E-commerce warehouse, fast food</i> . Mastery Language foreign important, because there are also a lot of interactions and logistics documents language foreign.
Institution Training LAO	Aspects of warehousing logistics developed by Institute of Economics Science Cendekia Karya Utama good and potential, However, need added ability IT and digital logistics.

Based on these findings, the LAO material developed by Institute Economic Science Cendekia Karya Utama specifically field warehousing forwarder is relevant to what is needed in the logistics industry. To strengthen and expand competence student need added language mastery (English and Mandarin recommended). Apart from that, to adapt to technological developments in the logistics sector, it is necessary to add information technology in the logistics sector (for example,

Warehousing Management System, Transport Management System). This is in line with what was conveyed by the following logistics practitioners:

"In my opinion, what needs to be developed in the future is Information Technology such as the Warehousing Management System (WMS) and Sports Management System (TMS). Because now many warehouses are using digital systems and not manual , so it would be good for students to be given direct practice in operating systems in warehousing, WMS and TMS are interconnected with each other so all systems are working to connect each other"

Strengthening the field of logistics technology and innovation is a key factor in business competition, including logistics (Akkaya & Kaya, 2019). Technology and innovation capabilities provide alumni with the opportunity to adapt to the environment in which they find themselves. It enables them to identify, adapt and control changes in the external environment, which is critical for the workforce to achieve.

Learning aspect:

Informant	Conclusion Informant's Answer
Alumni	On eye studying logistics, documents related to export and import already taught, need reproduced the practicum.
Lecturer	Introduction to logistics is still at academic standards, implementation, and practice and for journals, references or books it is still limited. Practical activities are very necessary because so far what

	has been carried out is simulating the delivery of goods. Company partner can made as a <i>life laboratory</i> or living lab for practice student
--	---------------------------------------------------------------------------------------------------------------------------------------------------

Based on these findings, to support students' practical abilities, the current learning volume of practicums integrated with the industrial world needs to be increased. Shape learning teaching factories and practice in place work can done to provide broader knowledge and skills to students.

As stated by the following informant from a logistics practitioner:

"In the learning process, students are given more case studies and language reinforcement. All logistics knowledge can be learned, for students who are already working here, they are quite active and quickly accept direction because during their studies and internships their children have already received knowledge or skills regarding exports import and logistics according to company needs. Basically, logistics knowledge is sufficient, but more detailed logistics documents need to be added, starting from costume clearing to freight forwarding. What needs to be prepared if you want to export and import, technically and specifically, needs to be added to the course study regarding what documents must be prepared."

This is in line with studies (Sobiechowska & Maisch, 2007) that work based learning can be developed to build student competencies better.

Partnership aspect:

In the partnership aspect, the results of

interviews with lecturers found that expansion partnership with world industry logistics need expanded specifically industry warehousing and export import. Connectivity between desert high level and the industrial world is an important point in building the quality of student competence. Universities must have good partnerships and collaboration programs with related industries as a strategy to improve quality. Collaboration and partnerships with industry have a central role in the success of institutions that have vocational excellence (Ali et al., 2020; Tajeddini et al., 2020). Collaboration with industry can be carried out in the form of curriculum development, industrial visits, involvement of industry experts as guest lecturers, seminars and workshops, student internships, training for lecturers.

This finding showing that knowledge logistics which become Institute of Economics Science Cendekia Karya Utama Semarang's competitive advantage with Logistics Administrative Office (LAO) training is still very relevant and needed in the world of logistics work, especially in the fields of warehousing and import export at this time. There are many job opportunities in the logistics sector, both in the fields of warehousing, import export, trucking, transportation, warehousing management systems.

Many alumni work in logistics companies or forwarding or export-import companies, this shows that STIE Scholar Karya Utama graduates are being absorbed according to competitive advantages in the logistics sector. As one of the Institute of Economics Science Cendekia Karya Utama apply system link and matches or plugs and play, where is Institute of Economics Science Cendekia Karya Utama provide graduate of candidate Which direct can use on world industry especially on field

logistics, matter This indicated with student Which Not yet passed but Already direct recruited on during the internship.

However thereby, aligned with findings studies (Ali et al., 2020), that universities that have superior vocational fields must continue to improve connectivity and relevance between world education and developments and industrial needs. It was further explained that strengthening policies and strategies, curriculum, learning strategies, expanding partnerships, accreditation, funding and management quality, improving the quality of lecturers and management staff, academic culture and atmosphere, facilities and infrastructure are considered important factors in improving the quality of student graduates.

Model for developing competitive advantage at Institute Economic Science Cendekia Karya Utama Semarang through a logistics competency.

The growth of logistics and the importance of logistics in recent years are considered as potency success company, because management material flow, goods and information often linked with field logistics. The potential for logistics success is one of the most significant factors influencing a company's success in the broadest sense of the word. This logistics capability is important in building positional advantages (Matwiejczuk, 2019).

For strengthen position and superiority competitive, student must be equipped with knowledge and abilities that have strong competitiveness, and logistics competence can be an advantage for students in the development of the industrial world in the field of logistics. In line with (Matwiejczuk, 2019), logistics capability has an important role among factor most significant Which influence Power

competitive company and ability logistics considered as ability strategic companies that influence the company's competitive position and the achievement of market success. Therefore, the development of logistics competencies in higher education, developed by Institute Economic Science Cendekia Karya Utama, is a very strategic choice to build student excellence. Competence This will become uniqueness for alumni and as well as being a source of competitive advantage for students (Esper et al., 2007).

For support matter the need involve a number of stakeholders who can directly contribute according to their respective roles (alumni, logistics industry businesses, practitioners, training institutions). Involvement of various parties is important to build synergy and collaboration so that a comprehensive learning system is obtained both in terms of curriculum content, learning strategies and capabilities. technical which owned by student and needed by industry world logistics (Ali et al., 2020). Each aspect needs to be evaluated every semester by involving stakeholders (logistics practitioners/industry, lecturers, graduates, professional certification institutions, and university leaders) to determine the progress and obstacles that occur, so that each party can contribute to continuous improvement efforts. Roles the can arranged become a model development superiority competitive for student on a logistics basis as presented in the following Figure 3:

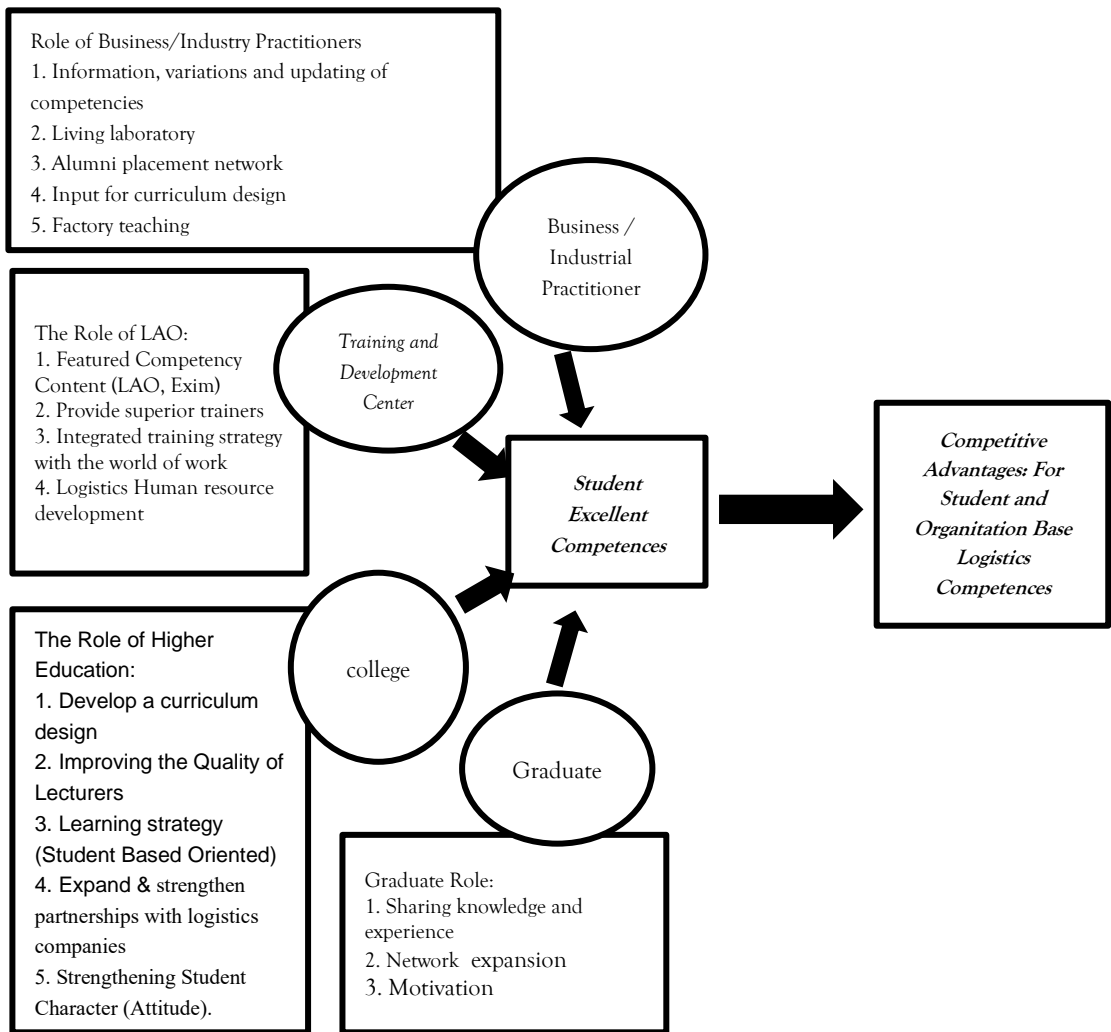


Figure 3. Proposed Model Development Competitive Advantage Based Logistics Competencies

Conclusion

This study aims to determine the effectiveness and proposals for the development of Logistics Competence at Institute of Economics Science Cendekia Karya Utama Semarang to become Excellence at Institute of Economics Science. This study found that the logistics competency developed by STIE was assessed by its graduates as having relevance to the world of work in the logistics sector. However, there are several findings that indicate that there are still weaknesses that must be improved, namely mastery of foreign languages, the scope of logistics competency which is still limited to the field of warehousing, not covering the field of logistics transportation and logistics digitalization. For this reason, it is necessary to make several development efforts according to the proposed development model in this study. These efforts involve several stakeholders according to their respective roles according to the findings of the proposed model. Universities can expand and strengthen several aspects, namely: curriculum aspect: adding digital logistics (warehousing management system, transportation management system and strengthening foreign languages (English, Mandarin). In the aspect of the learning process, the use of work-based learning can be increased to strengthen student competencies. Partnership aspect: it is necessary to expand the partnership network in the fields of warehousing, export-import, and transportation. Each aspect needs to be evaluated every semester by involving stakeholders (logistics practitioners/industry, lecturers, graduates, professional certification institutions, and university leaders) to determine the progress and obstacles that occur, so that each party can contribute to continuous improvement efforts. This study

contributes to the expansion of the resource-based view theory, especially the development of human resource competencies and the development of graduate quality with uniqueness in logistics competencies.

Acknowledgements

We would like to thank the Institute of Economics Science Cendekia Karya Utama Semarang and all parties who have provided support for this research

References

- Agyabeng-Mensah, Y., & Tang, L. (2021). The relationship among green human capital, green logistics practices, green competitiveness, social performance and financial performance. *Journal of Manufacturing Technology Management*, 32(7), 1377-1398. <https://doi.org/10.1108/JMTM-11-2020-0441>
- Akkaya, M., & Kaya, H. (2019). Innovative and smart technologies in logistics. *17th International Logistics and Supply Chain Congress*, October 2019, 97-105.
- Ali, M., Mardapi, D., & Koehler, T. (2020). *Identification Key Factor in Link and Match Between Technical and Vocational Education and Training with Industry Needs in Indonesia*. 440(Icobl 2019), 241-245. <https://doi.org/10.2991/assehr.k.2005.21.053>
- Bag, S., Gupta, S., & Luo, Z. (2020). Examining the role of logistics 4.0 enabled dynamic capabilities on firm performance. *The International Journal of Logistics Management*, 31(3), 607-628.

- <https://doi.org/10.1108/IJLM-11-2019-0311>
- Banmairuroy, W., Kritjaroen, T., & Homsombat, W. (2022). The effect of knowledge-oriented leadership and human resource development on sustainable competitive advantage through organizational innovation's component factors: Evidence from Thailand's new S-curve industries. *Asia Pacific Management Review*, 27(3), 200–209.
<https://doi.org/10.1016/j.apmr.2021.09.001>
- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. In *Journal of Management* (Vol. 17, Issue 1, pp. 99–120).
- Barney, J. B. (2001). Resource-based theories of competitive advantage: A ten-year retrospective on the resource-based view. *Journal of Management*, 27(6), 643–650.
<https://doi.org/10.1177/014920630102700602>
- Bengtsson, M. (2016). How to plan and perform a qualitative study using content analysis. *NursingPlus Open*, 2, 8–14.
<https://doi.org/10.1016/j.npls.2016.01.001>
- Çağlıyan, V., Attar, M., & Abdul-Kareem, A. (2022). Assessing the mediating effect of sustainable competitive advantage on the relationship between organisational innovativeness and firm performance. *Competitiveness Review: An International Business Journal*, 32(4), 618–639.
<https://doi.org/10.1108/CR-10-2020-0129>
- Chassy, P., & Gobet, F. (2011). Measuring chess experts' Single-Use sequence knowledge: An archival study of departure from “theoretical” openings. *PLoS ONE*, 6(11).
<https://doi.org/10.1371/journal.pone.0026692>
- Creswell, J. W., Hanson, W. E., Clark Plano, V. L., & Morales, A. (2007). Qualitative Research Designs: Selection and Implementation. *The Counseling Psychologist*, 35(2), 236–264.
<https://doi.org/10.1177/0011000006287390>
- Daugherty, Patricia J., Theodore P. Stank, and A. E. E. (1998). Leveraging Logistics/Distribution Capabilities: The Effect of Logistics Service on Market Share. *Journal of Business Logistics*, 19(2), 35–52.
- Dovbischuk, I. (2022). Innovation-oriented dynamic capabilities of logistics service providers, dynamic resilience and firm performance during the COVID-19 pandemic. *International Journal of Logistics Management*, 33(2), 499–519.
<https://doi.org/10.1108/IJLM-01-2021-0059>
- Esper, T. L., Fugate, B. S., & Davis-Sramek, B. (2007). Logistics Learning Capability: Sustaining the Competitive Advantage Gained Through Logistics Leverage. *Journal of Business Logistics*, 28(2), 57–82.
<https://doi.org/10.1002/j.2158-1592.2007.tb00058.x>
- Farida, I., & Setiawan, D. (2022). Business Strategies and Competitive Advantage: The Role of Performance and Innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(3), 163.
<https://doi.org/10.3390/joitmc8030163>

- Flamholtz, E. and Lacey, J. (1981). *Personnel Management: Human Capital Theory and Human Resource Accounting*. Institute of Industrial Relations, UCLA.
- Halcomb, E. J., & Davidson, P. M. (2006). Is verbatim transcription of interview data always necessary? *Applied Nursing Research*, 19(1), 38–42. <https://doi.org/10.1016/j.apnr.2005.06.001>
- Hart, P. F., & Rodgers, W. (2023). Competition, competitiveness, and competitive advantage in higher education institutions: a systematic literature review. *Studies in Higher Education*, 1–25. <https://doi.org/10.1080/03075079.2023.2293926>
- Kraaijenbrink, J. (2011). Human Capital in the Resource-Based View. *The Oxford Handbook of Human Capital*, April 2018, 1–24. <https://doi.org/10.1093/oxfordhb/9780199532162.003.0009>
- Krakowski, S., Luger, J., & Raisch, S. (2022). Artificial intelligence and the changing sources of competitive advantage. *Strategic Management Journal*, January 2020, 1–28. <https://doi.org/10.1002/smj.3387>
- Krscynski, D., Coff, R., & Campbell, B. (2021). Charting a path between firm-specific incentives and human capital-based competitive advantage. *Strategic Management Journal*, 42(2), 386–412. <https://doi.org/10.1002/smj.3226>
- Lieberman, M. (2021). Is Competitive Advantage Intellectually Sustainable? *Strategic Management Review*, 2(1), 29–46. <https://doi.org/10.1561/111.0000001>
- Lindgren, B. M., Lundman, B., & Graneheim, U. H. (2020). Abstraction and interpretation during the qualitative content analysis process. *International Journal of Nursing Studies*, 108, 103632. <https://doi.org/10.1016/j.ijnurstu.2020.103632>
- Ma, H. (2000). Competitive advantage and firm performance. *Competitiveness Review*, 10(2), 15–32. <https://doi.org/10.1108/eb046396>
- Matwiejczuk, R. (2019). Logistics Capabilities in Achieving the Firm's Competitive Position and Market Success. *Transport Economics and Logistics*, 82(December 2019), 7–18. <https://doi.org/10.26881/etil.2019.82.01>
- Miller, D., & Shamsie, J. (1996). The resource-based view of the firm in two environments: The hollywood film studios from 1936 to 1965. *Academy of Management Journal*, 39(3), 519–543. <https://doi.org/10.2307/256654>
- Obeidat, U., Obeidat, B., Alrowwad, A., Alshurideh, M., Masa'deh, R., & Abuhashesh, M. (2021). The effect of intellectual capital on competitive advantage: The mediating role of innovation. *Management Science Letters*, 11, 1331–1344. <https://doi.org/10.5267/j.msl.2020.11.006>
- Ortega-Lapiedra, R., Marco-Fondevila, M., Scarpellini, S., & Llena-Macarulla, F. (2019). Measurement of the human capital applied to the business eco-innovation. *Sustainability (Switzerland)*, 11(12), 1–16.

- <https://doi.org/10.3390/su10023263>
- Purwanto, N. (2011). Strategi Bersaing Dalam Bisnis Pendidikan. *Jurnal Manajemen Pendidikan*, 7(1), 9–16.
- Robert M. Grant. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17(Special Issue), 109–122. <http://proquest.umi.com/pqdweb?RQT=309&VName=PQD>
- Sairmaly, F. A. (2023). Human Capital Development and Economic Growth: A Literature Review on Information Technology Investment, Education, Skills, and Productive Labour. *Jurnal Minfo Polgan*, 12(1), 679–693. <https://doi.org/10.33395/jmp.v12i1.12491>
- Schilke, O., Hu, S., & Helfat, C. E. (2018). Quo vadis, dynamic capabilities? A content-analytic review of the current state of knowledge and recommendations for future research. *Academy of Management Annals*, 12(1), 390–439. <https://doi.org/10.5465/annals.2016.0014>
- Sobiechowska, P., & Maisch, M. (2007). Work-based learning and continuing professional development. *Education and Training*, 49(3), 182–192. <https://doi.org/10.1108/00400910710749314>
- Tajeddini, K., Martin, E., & Ali, A. (2020). Enhancing hospitality business performance: The role of entrepreneurial orientation and networking ties in a dynamic environment. *International Journal of Hospitality Management*, 90(June), 102605. <https://doi.org/10.1016/j.ijhm.2020.102605>
- Tashakkori A., T. C. (2003). *Handbook of mixed methods in social and behavioural research*. Sage Publications.
- Ulrich, D., & Lake, D. (1991). Organizational capability: creating competitive advantage. *Academy of Management Perspectives*, 5(1), 77–92. <https://doi.org/10.5465/ame.1991.4274728>
- Wang, M. (2020). Assessing Logistics Capability for the Australian Courier Firms. *International Journal of Logistics Systems and Management*, 1(1), 1. <https://doi.org/10.1504/ijlsm.2020.10023801>
- Wright, P. M., McMahan, G. C., Snell, S. A., & Gerhart, B. (2001). Comparing Line and HR Executives' Perceptions of HR Effectiveness: Services, Roles, and Contributions. *Human Resource Management*, 40(2), 111–123. <https://doi.org/10.1002/hrm.1002.abs>