

Draf misbah

by Wahidahzuhro11 1

Submission date: 11-Mar-2022 08:28AM (UTC-0500)

Submission ID: 1774284316

File name: drafmisbah2022.pdf (308.62K)

Word count: 7820

Character count: 45782

The Influence Of Internal Resources On The Abilities Of Agribusiness Institutions And Strategies Of Competitiveness In Improving The Performance Of Saving And Loan Cooperative (Ksp/Usp) Agribusiness In East Java

RESEARCH ARTICLE

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Abstract

This research was based on various views on resources found theory and studies of previous researchers who analyzed the influence between internal resource variables, the ability of institutional subjects, competitive advantage strategies, and performance. This study included the company or industry resources in the agribusiness savings and loan/savings cooperative institution and loan unit (KSP/USP). The portfolio of agribusiness KSP/USP internal resources was grouped into six parts, namely financial resources, physical resources, human resources, technology resources, reputation resources) and organizational resources. They were the indicators of internal resource variables. Then, it influenced the ability of institutional subjects. From the knowledge of institutional issues, it created the competitive advantage strategies, which in turn could improve the cooperative performance. The study results illustrate that the latent variable of internal resources had a significant effect on two other latent variables: the ability of variable of institutional subjects and the strategy of competitive advantage. The internal resources did not have a substantial direct effect on cooperative performance. Therefore, what could emphasize that the strength of internal resources can improve the performance of cooperatives if it was mediated by the competitive advantage strategy variable and the institutional actor ability variable. The statistical testing tool used was Structural Equation Modeling (SEM), while the mechanism for running the SEM technique was AMOS 16. With empirical evidence, agribusiness KSP/USP needs to build a more focused strategy on resources physical, human resources, technological resources, abilities, skills, habits, rewards, market orientation, and cost to increase the sustainable competitive advantage advantages.

Keywords: Internal resources, ability of institutional subjects, the strategy of competitive advantage, cooperative performance, savings and loan cooperative/agribusiness savings, and loans units

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1. Introduction

For getting win the competition in an unpredictable business environment, a company must have a competitive advantage. Meanwhile, to gain a competitive advantage, companies need to implement a flexible strategy for the developments and changes. Resource-based techniques provide the solutions for companies to gain a competitive advantage sustainably through a unique set of resources owned by the company. According to Grant (1995: 131-132), to integrate the ability of the company's internal resources, the human factor is an essential issue in strategic management. Since integrating human knowledge and skills as internal resources, both for-profit and non-profit organizations can improve their core competencies, which serve to formulate a sustainable competitive advantage strategy.

The cooperatives of business organizations owned and operated by individuals for the joint interest base their business activities on the people's economic movement principles based on kinship. According to law number 25 in 1992, the cooperatives in Indonesia are defined as a business entity whose members are individuals or cooperative legal entities by basing its activities on cooperatives' principles and a people's economic movement based on the principle of kinship. The cooperative code in Indonesia has been included in Law number 12 in 1967 and Law number 25 in 1992. The guide is more or less the same as the internationally recognized principle with a slight difference, namely the existence of an explanation of SHU (remaining business results).

Today the Indonesian nation increases its commitment to making cooperatives the pillars of the nation's economy and becomes the primary means towards the realization of Indonesia as an independent, superior, and highly competitive nation. In the globalization era, cooperatives play an important role in determining the independence and acceleration of national development. Cooperative efforts can have an influence on the nation's success in the management and regulation of human resources (H.R.), economic resources, and other resources. At this time, cooperatives are the primary needs of the community, namely to meet the needs of a priority system of increasing social-economic progress, the welfare of life, and prosperity of the nation and state.

There are two crucial subjects that become parameters in measuring the competitiveness of a nation, namely: (1) innovative behavior, responsibility, and company/industry profitability. (2) the contribution of science, technology, and human resources to the business world. These two subjects are products that are processed through a populist economic system, so it can be said that cooperatives are "pillars of teachers" to increase the nation's competitiveness.

The condition of the economic crisis that hit the Indonesian nation has made us aware that the micro and small business sector has proven to be resilient in facing various problems. It has been used as a safety valve for the national economy, while the economic concentration in certain groups (conglomerates) is not effective enough in supporting the national economy. Then, the economic development paradigm approach is not focused on the growth paradigm, but it focuses on shifts to the paradigm of economic equality and increasing community participation in development.

The strangeness of the existence of micro and small businesses is essential. It has a value of strategy for the national and regional economy because these micro and small scale businesses are an accurate representation of the people's economic life. Also, these are widespread in all corners of the village to the city, and their work has penetrated almost all sectors/business fields.

Based on Economic Census data from the East Java Central Bureau of Statistics in 2018, the number of micro and small business subjects in East Java reached 64.194 million units, more than a total of over 8.5 million units which are micro, small, and medium enterprises (MSMEs) by absorbing a workforce of more than 19.2 million people. Apart from providing excellent opportunities for new job opportunities, this sector is able to provide hope in reducing the poverty rate in East Java, which is currently still relatively high. It was more than 7.1 million people, and open unemployment has exceeded 999 thousand people. Besides, the contribution of the role of micro and small businesses in East Java's Gross Regional Income (PDRB) was able to reach 99.9% , although this is considered not optimal.

The results of research conducted by the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia, together with the Central Statistics Agency (BPS), show that the number of micro and small entrepreneurs in 2018 reached 99.9% of the total business subjects in Indonesia. The Micro and Small Business Community currently comes 8.5 million, although this number is not yet ideal because the number of State-Owned Enterprises is still below 150 units. The number of micro and small businesses is able to make a significant contribution to employment. In 2017 there were 62.922 million workers or 96.18% of the total Indonesian workforce. This number increased by 2.2 million workers, or an increase of 62.106% from 2016 (Muharram, 2007: 9). Based on this indicator, micro and small businesses have a significant and very important role in the development of the Indonesian economy.

The development in the cooperative of micro and small enterprises sector has been positive, but the problems faced are very complex and require continuous improvement. These problems can be grouped into internal and external issues. The internal problems are problems faced directly or indirectly by micro and small businesses in managing their business. This condition is a result of the limited ability of micro and small businesses when running their business in anticipating and overcoming the problems they are facing, which includes the following aspects:

- a. Human Resources, this is the main obstacle that becomes a problem to improve and develop their business, because human resources are the motor in business activities. The most basic weaknesses are knowledge, ability, experience, work ethic, and other competencies that are still below labor standards.
- b. Marketing, micro, and small businesses are less able to see market opportunities, consumer needs and build cooperative networks with other parties in the marketing sector. Especially in the global era, the level of competition is very sharp, both on a local, national and international scale. The business competitiveness of micro and small scale businesses is relatively weak compared to medium and large businesses, especially when facing competitors from abroad.
- c. production, production planning, and quality control have not been carried out optimally. The products produced are of relatively low quality. Thus, the competitiveness is low, and it is difficult to penetrate the market, let alone the global market.
- d. Capital, insufficient capital, and weak ability to access banking institutions have made micro and small businesses running their business increasingly left behind and "casually" run in a place in the midst of increasingly tight economic competition.

In addition, there are some problems of decreasing the performance of cooperatives. There are several possible causes why there is a decline in performance in cooperatives, namely:

1. First, there is still a strong culture of nepotism which is unconsciously believed to be a form of kinship principles. This nepotism results in the appointment, selection, and mandate of administrators and employees do not consider competence so that their capabilities are low.
2. Second, there is no clear performance measure (a measure of achievement) of cooperative management. If a clear standard of achievement is not formulated, how can it be known that a manager has succeeded and failed?
3. Third, the lack of professionalism and specialization of duties. For reasons of labor efficiency, often, a cooperative manager has to work concurrently so that none of the work is done optimally.
4. Fourth, the slow process of adoption and adaptation of advanced technology. The disadvantages of some cooperatives in applying advanced technology have resulted in inefficient, unproductive operations and less relevant information systems.

Ability is the capacity of an individual to perform various tasks in a job. The knowledge and skills possessed by humans in an institution are one of the most significant capital capabilities of an institution and as the basis of all institutional competitive advantages. The knowledge and skills of the company are an integrated collection

of knowledge and skills of each person in the company, which gives the institution the ability to compete in the market (Hitt, 1995).

The managerial abilities of institutional subjects in particular in supporting general managerial skills are presented by Nawawi (2009: 259), namely: (1) Conceptual Skills, mental abilities to coordinate and integrate all organizational interests and activities, (2) Human skills the skill to work by understanding, motivating, other people, both as individuals and groups. Managers need these skills to gain participation and direct their groups in achieving goals, (3) Administrative skills are related to planning, organizing, staffing, and monitoring. These skills include the ability to follow policies and procedures, manage on a limited budget, and so on. Managers carry out decisions through the use of administrative and human skills, (4) technical skills, the ability to use equipment, and procedures or techniques from certain fields, such as accounting, production, sales, or engineering, and so on.

Cooperative development strategies require theoretical guidance that is relevant to their needs. One of the approaches is through resource-based theory, which is a thought that develops in strategic management theory and competitive advantage of companies that believe that institutions will achieve excellence if they have superior resources. With superior resources, the institution is able to carry out business strategies which in turn will give the institution a competitive advantage. This is an alternative perspective on the market-based theory that has become the mainstream of strategic management thinking today.

The use of resources, especially internal resources, in the construction of a Savings and Loans/Savings Cooperative and Loan Unit (KSP/USP) requires a professional management strategy, namely an art and knowledge of formulating, implementing, and evaluating decisions, strategic decisions between functions that allow the organization to be competitive in achieving its future goals. The use of a competitive advantage strategy as the framework of the KSP/USP organization in achieving and realizing goals can encourage every manager to think more creatively and strategically. The benefits that can be obtained by the KSP/USP organization in implementing strategic management of resource use include: (1) Providing direction in achieving long-term development goals, (2) Assisting organizations in adapting to changes that occur, (3) Making the organization more rational, effective and efficient, (4) The comparative advantage of organizations in an increasingly complex environment can be identified, (5) By preparing strategic planning, it will be able to anticipate problems that will arise in the future, (6)) By involving all levels of the organization in strategy making will increase their motivation, (7) duplication of activities can be avoided and can be reduced, (8) reluctance of old employees to make changes can be reduced, (9) Encouraging dynamic and harmonious change in accordance with environmental demands (Nawawi, 2010: 57). According to Selim and Woodward in Nasucha (2004: 108), there are five bases that can be used as performance indicators, namely: (1) Services that show how much service is provided, (2) Economy, which shows whether the costs used are cheaper than planned, (2) Efficiency, which shows the comparison of the results achieved with expenditures, (3) Effectiveness, which shows the results that should be with the results achieved, (4) Equity, which shows the level of potential fairness and the resulting policies. Meanwhile, Kaplan and Norton (1996) formulate the measurement of organizational performance derived from the vision and strategy in a balanced manner through four perspectives: (1) customers, (2) internal business processes, (3) learning and growth, (4) finance.

Through the description above, a study or research is conducted on the agribusiness KSP USP development strategy. The company or industrial resources in this research are relevant to the agribusiness KSP/USP institution, which is grouped into six parts, namely financial resources, physical resources, human resources, technology resources, reputation resources, and organizational resources.

Previous of Research

Stimpert & Duhaime, in their research entitled "Seeing the Big Picture: The Influence of Strategy on Performance," examined the interaction of the influence of industry characteristics, diversification, and business strategy and business performance, Industry profitability, business diversification, R&D, investment capital and financial performance. Path analysis Weak industry profitability had a negative effect on business diversification. Diversification had an influence on the performance of the business unit through variables

between investment and R&D. This study concluded that weak business diversification had a negative effect on R&D and investment spending. R&D and capital investment were determined by the business cycle in an economic environment. If R&D spending increases, it had a strong effect on capital investment. Meanwhile, R&D and capital investment had a significant influence on the performance of the business unit. In his research entitled "Analysis of Cooperative Performance Based on the Application of the Principles of Self-Reliance and Mutual Cooperation in Employee and Non-Employee Cooperatives in East Java Province," Suprayitno examined the problem of whether there was a difference in SHU performance between employee cooperatives and non-employee cooperatives. There was a difference in the level of mutual cooperation between employees and non-employees that measured by the growth of members between employee cooperatives and non-employees and testing whether there was a difference in the level of independence by using the ratio of own capital to total capital. The variables used were SHU, business volume value, number of members, number of business units, own capital, external capital, assets, and age of the cooperative. Also, it used multiple regression analysis methods and cluster analysis. The research results were:

1. The principles of self-reliance and mutual cooperation were very influential on the performance of cooperatives.
2. A cooperative system was the embodiment of economic and economic democracy based on togetherness.
3. Cooperative performance models for employee cooperatives that had a very significant effect were members and assets, age, own capital, and foreign capital.

In his research, entitled "Analysis of Strategic Management and Systems of Liability in Improving Internal Control Systems and Cooperative Performance in East Java Province," The results of this study were:

1. The test results showed that the effect of business strategy on the internal control system is significant, with an influence coefficient of 0.623. Meanwhile, when viewed in detail, the dominant influence was financial indicators. Finance had a lot of understanding and understanding, so if improvements were made starting from financial indicators, of course, you must first identify the jobs that had become problems. Financial problems also concerned financial statements, which were the end result of the accounting process. Financial statements were prepared with the intention of providing financial information for consideration in making decisions. The function of this financial report was to communicate financial information and its activities with interest in cooperative and group issues.
2. According to the test results, the joint responsibility system variable had a significant effect on the internal control system. In other words, the five indicators of the joint responsibility system variable had a significant influence on the internal control system, regarding the coefficient of influence of the business strategy variable on the internal control system, according to the test results of -0.116. Thus, the five indicators, namely the control environment, risk assessment, information and communication, budget tightening, and member commitment, had a significant effect on the internal control system.
3. The test results stated that the internal control system had a significant effect on cooperative performance. It was known that the five indicators of the internal control system variables had a significant effect on the cooperative's performance. Meanwhile, it was regarded the magnitude of the influence of the internal control system indicators on cooperative performance, according to the test results, amounted to 0.939. Thus, there were three indicators, namely, coaching, supervision, and planning have a significant effect on cooperative performance with an influence coefficient of 0.939.
4. According to the results of business strategy testing, it did not have a significant effect on cooperative performance. In other words, the five indicators of business strategy variables, namely finance, services, internal business, learning and creation, and business networks, did not have a significant effect on cooperative performance. So it could be concluded that the indicators of business strategy had no effect on cooperative performance.

Research Methodology

The design of this research explains the causal relationship between variables through hypothesis testing; therefore, this research is explanatory research. This research uses a quantitative approach where data analysis is strongly influenced by the variables being analyzed. Based on the concept of Malhotra (1996) that this approach is taken because the research process can be carried out in a structured manner and uses a large number of research samples that can represent the population of research. The results obtained are conclusive so as to give birth to conclusions that can be generalized.

Related to this study, the population of this study is 20 (twenty) Cooperatives Simpan Pinjam / Unit Simpan Pinjam Agribusiness in East Java as the data below:

1. KSP Citra Lestari Lawang Subdistrict Malang
2. KSP Dana Mandiri Garum Subdistrict Blitar
3. KSP Success Independent District Kartoharjo Madiun City
4. KSP Adi Putra Jetis Subdistrict Ponorogo
5. KSP Independent Business of Kebonsari Subdistrict madiun
6. KSP Nuriatama Sugio Subdistrict Lamongan
7. KSP Bogo Sasono District Kasiman Bojonegoro
8. KSP Tani Jaya District Puncu Kediri
9. KSP Tani Makmur Trenggalek District Trenggalek
10. KSP Citra Mandiri Takeran Subdistrict Magetan
11. KSP Margo Mulyo District Bangorejo Banyuwangi
12. KSP Independent Business Partners Semboro District Jember
13. KSP Maju Together with The District of Pasuruan Regency and
14. KSP Yala Bina Usaha Sidoarjo District Sidoarjo.
15. KSP Artha Mandiri Madiun District Madiun
16. KSP Mandiri District Rejoso Pasuruan Regency
17. KSP Sinung Rejeki District Garum Blitar
18. KSP Rizky Amanah Jaya District Kedung Kandang Malang City
19. KSP Mining Earth Pansel District Lodoyo Blitar District
20. KSP Tugu Mega Mandiri Gambiran District Banyuwangi

As for the people or personnel or respondents used in each KSP / USP in this study selected 3 categories of respondents. The three categories of respondents in question are as follows:

1. The board of 5 (five) persons consists of the Chairman, Vice Chairman, Secretary, Treasurer, General Assistant.
2. Manager 1 person
3. Employee 2 persons.

The number of respondents as many as 160 people, namely 20 KSP / USP Agribusiness in East Java, and each KSP / USP consists of 8 respondents, then the total number of 160 respondents.

Specifically, the conceptual framework of research explains that internal resources have five variable indicators, namely financial resources, physical resources, human resources, reputation resources, and organizational resources. These internal resources give influence to the variable Capability of Institutional Actors and variable Strategy of Competitive Advantage.

Variable indicators of the ability of institutional actors include knowledge, skills, abilities, habits, behaviors, credibility, and professionals. While the variable indicators of competitive advantage strategies consist of cost advantage, differentiating advantages, leadership, rewards, organizational structure, and market orientation. Then from the variable competitive advantage strategy leads to improved performance outcomes. This research basically wants to know that an institution (Cooperative Save Storage / Agribusiness Lending Storage Unit) has superior internal resources so as to improve the ability of institutional actors and create a competitive advantage strategy in order to improve the performance of the organization.

The hypothesis that can be conveyed in this research are:

1. H1 internal resources have a significant effect on the ability of agribusiness savings and loan or savings cooperative institutions and loan units (KSP/USP) subjects in East Java.
2. H2 the internal resources of the agribusiness savings and loan or savings cooperatives and loan units (KSP/USP) in East Java has a significant effect on the competitive advantage strategy.
3. H3 internal resources have a significant effect on the performance of agribusiness savings and loan cooperatives/savings and loan units (KSP/USP) in East Java.
4. H4, the ability of institutional subjects has a significant effect on the competitive advantage strategy.
5. H5 the ability of institutional subjects has a significant effect on the performance of agribusiness savings and loan cooperatives/savings and loan units (KSP/USP) in East Java.
6. H6 competitive advantage strategy has a significant effect on the performance of agribusiness savings and loan cooperatives/savings and loan units (KSP/USP) in East Java.

The Influence of Internal Resources on the Ability of Institutional Subjects

Physical resources, financial resources, human resources, reputation resources, technology resources, and organizational resources, which are indicators of internal resources, had a significant effect on the ability of institutional subjects. Meanwhile, the magnitude of the influence of the internal resource variable on the institutional actor's ability variable was 89.7%. Thus the six indicators of internal resources had a significant effect on the variable of institutional behavior ability, and the remaining influence is 10.3% influenced by other indicators that had not been identified in this research.

The results showed that the integral strength of internal resources was the success of the agribusiness KSP/USP in increasing the capabilities of institutional subjects. This means that the Agribusiness KSP/USP, which was committed to integrating the potential of its internal resources, could achieve success in increasing the capacity of institutional subjects (administrators, supervisors, managers, and employees) of the agribusiness KSP/USP, so they are able to work professionally. It can serve and satisfy its customers (members of KSP/USP). The commitment step of the agribusiness KSP/USP in an effort to integrate the potential of internal resources was first initiated, with an increase in physical resources (repair of office space, waiting room, workspace, shopping space related to lighting, comfort of air circulation, parking space, means of transportation and delivery). Second, increasing the human resources of the agribusiness KSP/USP by undertaking recruitment and placement efforts must meet the qualifications of knowledge, expertise/skills, abilities, habits, and discipline, as well as being able to match the needs and expectations of the agribusiness KSP/USP. Placement of agribusiness KSP / USP HR was in accordance with the knowledge and competence of H.R. Third, the application of technological resources with quick steps in responding to developments changed the information technology in the administrative system. It developed the implementation of management information systems according to the needs of members and always utilizing information technology in managing the agribusiness KSP/USP administration system. After focusing on the steps above, the agribusiness KSP/USP should step on the development of reputation resources, financial resources, and organizational resources.

The findings of this research proved Grant's (1991) proposition that to make company resources and capabilities the foundation of long-term strategy; the company depended on two things: first, internal resources and capabilities were the basis for the company's strategic direction, and second, resources and capabilities were resources of the main advantages of the company. In addition, the strengthens Hitt's theory that resource-based

theory assumed that each organization was a unique set of resources and capabilities, which were the basis for strategy and the main source of profitability. The results of this research differed from the theory of Grant (1991), Barney (1991), Hitt (1995) related to the bases used in formulating competitive strategies. This dissertation research focused on the ability of institutional subjects (human resources) as the basis for formulating competitive advantage strategies. Meanwhile, Grant (1991) and Hitt (1995) integrated the capabilities of the company as the basis for the formulation of competitive strategies.

Based on the test results, the six indicators of internal resource variables that had a strong influence on the internal resource variables were physical resources at 98.9%, human resources at 85.4%, and technology resources at 85.2%. Meanwhile, the influence of 3 (three) other indicators of internal resources were reputation resources of 74.5%, financial resources of 72.3%, and organizational resources of 62%. The research findings also proved and strengthened that the six indicators of internal resource variables above were in line with Grant (1991), Barney (1991), Hitt (1995), and Döfner (1999), which classified internal resources and were able to create sustainable competitive advantage into six, namely: physical, reputation, organizational, financial, intellectual/human resources, and technology resources. It also strengthened the results of Purwohandoko's (2008) research that uses internal resource variable indicators, which included: physical resources, company reputation, brand strength, organizational resources, financial resources, human resources, technology development.

The Influences of Internal Resources on the Strategy of Competitive Advantage

Physical resources, financial resources, human resources, reputation resources, technology resources, and organizational resources, which are latent variables of internal resources, had a significant influence on the strategy of competitive advantage. Meanwhile, regarding the magnitude of the influence of the internal resource indicators on the strategy of competitive advantage, according to the test results, it was Article Error and the remaining 8.9% was influenced by other indicators that had not been identified in this research. Based on the research findings, competitive advantage was only obtained if the agribusiness KSP/USP was able to define its Article Error position precisely in the context of competition in its environment. The most fundamental aspect of this explanation was the assessment of the strengths and weaknesses of internal resources because internal resources determined the competence of certain agribusiness KSP/USP with other agribusinesses of it. On the basis of its competence, agribusiness KSP/USP could determine options and implement competitive advantage strategies more precisely. This logic underlies the proposition that internal resources influenced the competitive advantage strategy of agribusiness KSP/USP in East Java, and it turned out that the SEM test results in this research had proven the proposition.

The findings of this research supported the proposition of Barney and Arikan (2000) that once a company understands how to use its resources to implement a competitive strategy, that can be a source of competitive advantage. The implementation will be appropriate and consistent with the competitive strategy chosen by the company. These findings were interpreted from two perspectives. First, the stronger the internal resources of the agribusiness KSP/USP (superior resources), the stronger their ability to build a competitive advantage in their environment through the selection and implementation of competitive strategies. Second, the consistency of variations in the strength of the internal resources of the agribusiness KSP/USP toward the choice and implementation of competitive strategies. Grant (1991) and Hitt (1995) agree that superior resources are scarce resources that are difficult for competitors to imitate. A company may buy a sophisticated technological device, but the same technology can be bought by competitors in a fast time. Thus, technological devices are not resources capable of bringing about competitive advantage. But human competence, which is able to operate technology, is a superior resource. Meanwhile, according to the other test results, the internal resource variable indicator showed that of the six indicators, only 3 (three) indicators had a significant effect compared to other indicators, the indicator in question was the reward indicator 96.4%, the second indicator was market orientation 74, 3%, and the third indicator was the cost advantage of 73%. In brief, the weakest influence was on the differentiating advantage indicator, which is equal to -0.65%. Run-on

The Influence of Internal Resources on Cooperative Performance

Physical resources, financial resources, human resources, reputation resources, technological resources, and organizational resources, which were indicators of internal resources, had no effect on cooperative performance. The findings of this research reinforced the results of Purwohandoko's (2008) research that the potential for internal resources has no significant effect on company performance. The integration of the strength of the company's internal resources can improve performance if it is mediated by market orientation and competitive strategies. The results of this research differ from the findings of the research of Made Antara and Anderson Guntur Komanaung (2003), which states that internal and external resources have a significant direct effect on the performance of village unit cooperatives (KUD). Internal subjects were significantly influenced by the role of members, human resources (H.R.), and activities, while management subjects, liquidity, solvency did not have a significant effect. External subjects were influenced by interest rates and inflation and were not influenced by the frequency of guidance.

The Influence of Institutional Subjects' Capabilities on the Strategies of Competitive Advantage

Knowledge, skills, abilities, habits, behavior, credibility, and professionalism, which are indicators of the ability of institutional behavior, have a significant effect on the competitive advantage strategy, but the level of influence is small. Thus the six indicators of the variable of institutional behavior ability had a significant influence on the competitive advantage strategy, but the level of influence was small, namely 38.3%, while the remaining 61.7% was influenced by other subjects that had not been examined in this research. Of the six indicators that had a strong influence on the variable of institutional behavior, the ability was the ability indicator which was equal to -47.1. This negative sign conveyed an inverted meaning or its opposite effect. It was as well as the ability indicator to the institutional behavior ability variable. The point was that if the ability indicator was increased or increased by one unit. The ability indicator could reduce the institutional behavior ability variable by one unit with an amount of influence of -47.1%. However, the effect of the variable on the ability of institutional behavior on the competitive advantage strategy variable was 38.3%.

The results of this research supported the proposition of Grant (1995) that the integration of resources was very important to integrate knowledge and skills of human resources. There were two primary mechanisms that were conducted, namely: (1) Certain knowledge and skills were transferred and integrated by making regulations and technical guidelines. (2) According to Richard Nelson and Sidney Winter in Grant (1995), with an "organizational routine." Organizational habits were regular, predictable patterns of activity that form a coordinated sequence of actions taken by individuals. These habits formed the basis of nearly all organizational capabilities.

In addition, the findings of this research supported the proposition of Hitt (1995) and the results of research by Dedi Ramawijaya (2004) that stated ability reflects the capacity of institutional subjects to use integrated resources to achieve what was expected. As the unity organization, it had capabilities emerge time by time through complex interactions between tangible and intangible resources. It was based on developing, implementing, and exchanging information and knowledge through the human capital of the company. The institutional knowledge was embraced and reflected by the capabilities of institutional subjects, and it was the main source of sustainable competitive advantage in the global economy. Therefore, the main basis for institutional capability was the ability and knowledge of the value of human capital in the development, and it used of capabilities and main competencies (Hitt, 1995). Dedi Ramawijaya (2004), in his research entitled "The business strategy of PT. British American Tobacco Indonesia Tbk in the cigarette industry business in Indonesia," stated that in order for the company to have a sustainable competitive advantage, the company would focus more on the internal environment by re-identifying its distinctive competence. Special competencies in the form of the superiority of efficiency, innovation, quality, and customer responsiveness were needed in an effort to develop a sustainable competitive advantage. Furthermore, the findings of this research reinforced the results of Nirbito's (2001) research that the member coaching program through education had a positive impact and must be supported by other

variables. The quality of the member coaching program gave a significant positive contribution of 10.3% to the quality of the successful achievement of cooperative goals. However, the partial contribution was lower than the business performance variable. The difference was the findings of this research focused on administrators, managers, and employees, while Nirbito (2001) focused on cooperative members.

The Influence of the Ability of Institutional Subjects on Cooperative Performance

Knowledge, skills, abilities, habits, behavior, credibility, and professionalism, which were indicators of the ability of institutional subjects, had a significant effect on cooperative performance, but the level of influence was small. In other words, the six indicators of the variable of institutional subjects' ability had a direct effect on cooperative performance, although the level of influence is small. Based on the test results, the magnitude of the influence of the ability of institutional subjects on cooperative performance was 0.9%.

The research of this research reinforces the research results of Fernandes et al. (2005), which stated that resources had an influence on performance, but when examined further, it was found that: 1. employee competence did not affect performance; 2. environmental subjects associated with demand were the most powerful subjects affecting performance, and 3. employee satisfaction affected all BSC perspectives. His research was conducted at Brazilian drinking water companies regarding resources that produced performance based on human resource practices, employee competencies, and other tangible resources, as well as evaluating the performance of human resource practices, employee competence, and performance.

The results of this research were different from the research findings of Prieto and Revilla (2006) in their research entitled "Learning Capability and Business Performance: a Non-Financial and Financial Assessment," which proved that there was a positive influence between learning ability and business performance both financial and non-financial performance. Also, the different from the research results of Khandekar and Sharma (2006) in their research entitled "Organizational Learning and Performance: Understanding Indian Scenarios in Present Global Context," Khandekar and Sharma examine the role of organizational learning, which was increasingly important for company performance. Correlation Organizational learning, through human resource activities, had a positive relationship to financial performance. Also, it was different from Stimpert & Duhaime (1997) in their research entitled "Seeing the Big Picture: The Influence of Strategy on Performance" it examined the interaction of the influence of industry characteristics, diversification, and business strategy and business performance. This research concluded that weak business diversification had a negative effect on research and development (R&D) spending and investment. R&D and capital investment were determined by the business cycle in an economic environment. If R&D spending increased, it had a strong effect on capital investment. Meanwhile, R&D and capital investment had a significant influence on the performance of the business unit.

The Effect of Competitive Advantage Strategies on Cooperative Performance

Cost advantage, differentiating advantage, leadership, reward, organizational structure, and market orientation which were indicators of competitive advantage strategy, had no significant effect on cooperative performance. In other words, the six indicators of the competitive advantage strategy variable did not have a significant effect on cooperative performance. The findings of this research reinforced the results of Mas Purnomo Hadi's (2008) research that business strategy did not have a significant effect on cooperative performance. In his research, the five indicators of business strategy variables, namely finance, service, internal business, learning and creation, and business networks, did not have a significant effect on cooperative performance.

Meanwhile, according to other test results that the indicators of the competitive advantage strategy variable that had a strong influence or indicators that had a dominant influence on the competitive advantage strategy were indicators of reward, market orientation, and cost advantage. The effect of these 3 (three) indicators on the competitive advantage strategy were the reward of 96.4%, the market orientation of 74.3%, and the cost advantage of 73%. Meanwhile, indicators of differentiating advantage, leadership, and organizational structure had no influence on the competitive advantage strategy.

The findings of this research were different from the results of research by Haris Maupa (2004), which stated that simultaneously, individual characteristics variables, company characteristics, external business

environment, the impact of socio-economic policies, and business strategies had a significant and positive effect on the growth of small businesses in South Sulawesi Province. Partially, the business strategy variable had a dominant and positive influence on the growth of small businesses in South Sulawesi Province.

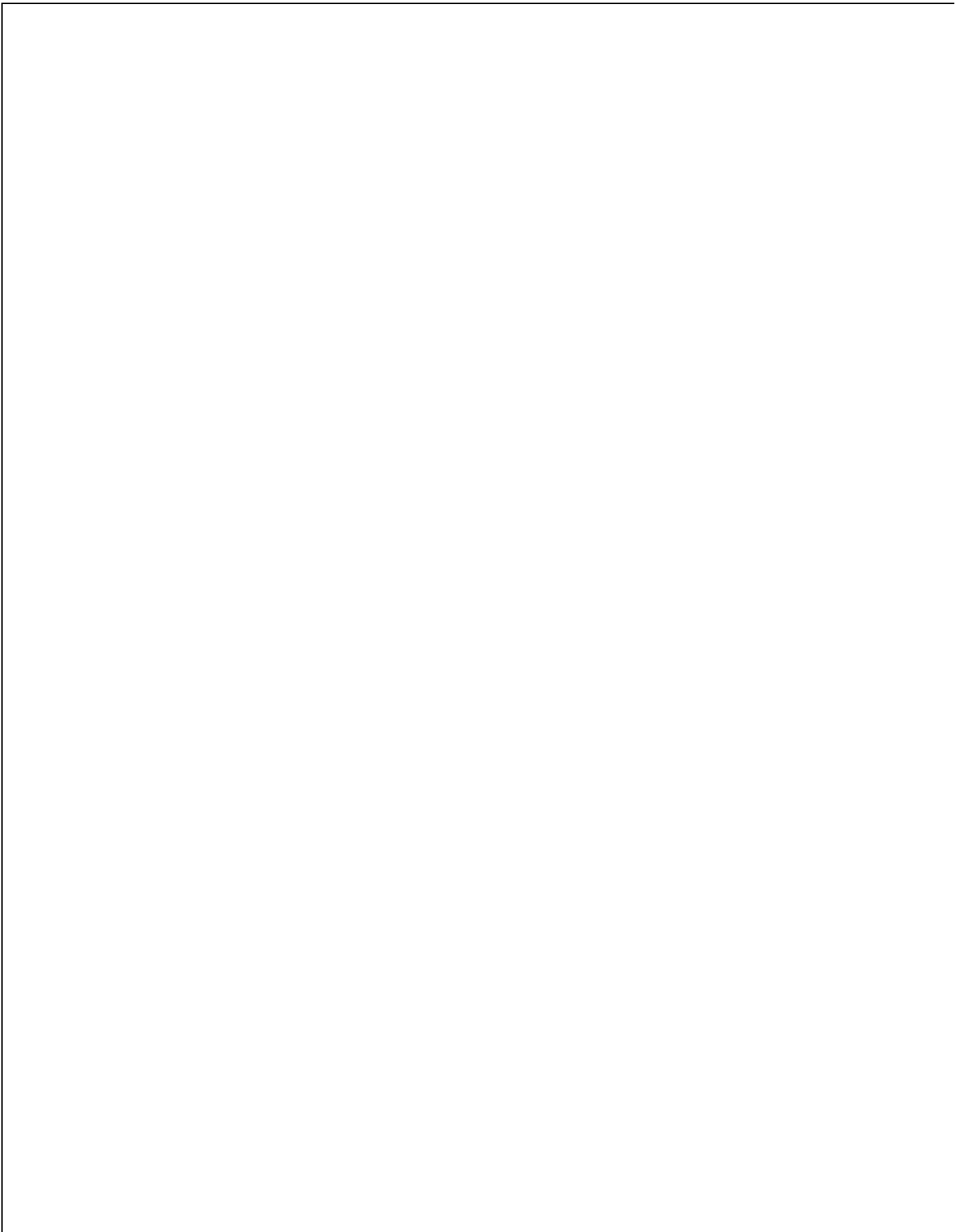
Supplementary material

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P/V You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.



Article Error You may need to remove this article.



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Frag. This sentence may be a fragment or may have incorrect punctuation. Proofread the sentence to be sure that it has correct punctuation and that it has an independent clause with a complete subject and predicate.



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Wrong Article You may have used the wrong article or pronoun. Proofread the sentence to make sure that the article or pronoun agrees with the word it describes.

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Missing "," You may need to place a comma after this word.



Proofread This part of the sentence contains a grammatical error or misspelled word that makes your meaning unclear.



Missing "," You may need to place a comma after this word.



Sentence Cap. Remember to capitalize the first word of each sentence.



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Possessive This word may be a plural noun and may not need an apostrophe.



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Run-on This sentence may be a run-on sentence. Proofread it to see if it contains too many independent clauses or contains independent clauses that have been combined without conjunctions or punctuation. Look at the "Writer's Handbook" for advice about correcting run-on sentences.



P/V You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.



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Prep. You may be using the wrong preposition.



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Sentence Cap. Remember to capitalize the first word of each sentence.



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Sentence Cap. Remember to capitalize the first word of each sentence.



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July 4, 2021

Dear

Mr. Misbahul Munir

Your manuscript entitled “The Influence of Internal Resources on The Abilities of Agribusiness Institutions and Strategies of Competitiveness in Improving The Performance of Saving and Loan Cooperatives (Ksp/Usp) Agribusiness in East Java”, which you submitted to International Food and Agribusiness Management Review, has been reviewed. The reviewer comments are included at the bottom of this letter, along with those of the editor who coordinated the review of your paper.

Sincerely,

Kevin Zhigang Chen

International Food and Agribusiness Management Review

<https://www.wageningenacademic.com/journals/ifamr/general-information>

Reviewer: 1

Comments to the Author

Analylis of the problems is still lacking in articles, therefore reaffirm and dig deeper to be able to achieve the desired results.

Reviewers: 2

Comment to the Author

Support materials for data validity are still very minimal, try to add additional supporting material to support the research.

Reviewer: 3 (English Editor)

Comments to the Author

The Language used the text was evaluated.

Editor’s Comments to Author:

Please, upload a short CV of all authors

Thank you for your attention.

EDITOR

Kevin Zhigang Chen

September 13, 2021

Dear

Mr. Misbahul Munir

Your manuscript entitled “The Influence of Internal Resources on The Abilities of Agribusiness Institutions and Strategies of Competitiveness in Improving The Performance of Saving and Loan Cooperatives (Ksp/Usp) Agribusiness in East Java”, which you submitted to International Food and Agribusiness Management Review, has been reviewed. The reviewer comments are included at the bottom of this letter, along with those of the editor who coordinated the review of your paper.

Sincerely,

Kevin Zhigang Chen

International Food and Agribusiness Management Review

<https://www.wageningenacademic.com/journals/ifamr/general-information>

Reviewer: 1

Comments to the Author

Theoretical studies are still very minimal, used standard theoretical studies according to the problems so that they can become problems.

Reviewers: 2

Comment to the Author

Use the APA 7th Edition standard for bibliography.

Reviewer: 3 (English Editor)

Comments to the Author

The explanation in English is good, but needs improvement to match the grammar.

Editor's Comments to Author:

Please, upload a short CV of all authors

Thank you for your attention.

EDITOR

Kevin Zhigang Chen

October 23, 2021

Dear

Mr. Misbahul Munir

Your manuscript entitled “The Influence of Internal Resources on The Abilities of Agribusiness Institutions and Strategies of Competitiveness in Improving The Performance of Saving and Loan Cooperatives (Ksp/Usp) Agribusiness in East Java”, which you submitted to International Food and Agribusiness Management Review, has been reviewed. The reviewer comments are included at the bottom of this letter, along with those of the editor who coordinated the review of your paper.

Sincerely,

Kevin Zhigang Chen

International Food and Agribusiness Management Review

<https://www.wageningenacademic.com/journals/ifamr/general-information>

Reviewer: 1

Comments to the Author

Pay attention to the structure of the writing, pay attention to signs such as (,) or (/).

Reviewers: 2

Comment to the Author

Also explain the analytical used so that the problem is solved according to the problem.

Reviewer: 3 (English Editor)

Comments to the Author

The explain in english is good, but needs improvement to match the grammar.

Editor’s Comments to Author:

Please, upload a short CV of all authors

Thank you for your attention.

EDITOR

Kevin Zhigang Chen

November 23, 2021

Dear

Mr. Misbahul Munir

Your manuscript entitled “The Influence of Internal Resources on The Abilities of Agribusiness Institutions and Strategies of Competitiveness in Improving The Performance of Saving and Loan Cooperatives (Ksp/Usp) Agribusiness in East Java”, which you submitted to International Food and Agribusiness Management Review, has been reviewed. The reviewer comments are included at the bottom of this letter, along with those of the editor who coordinated the review of your paper.

Sincerely,

Kevin Zhigang Chen

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Reviewer: 1

Comments to the Author

The Framework of thinking is this research is still not clear.

Reviewers: 2

Comment to the Author

The content of the overall analysis is still not deep, deepen it again so that the article is of high quality

Reviewer: 3 (English Editor)

Comments to the Author

The Language used the text was evaluated.

Editor’s Comments to Author:

Please, upload a short CV of all authors

Thank you for your attention.

EDITOR

Kevin Zhigang Chen

December 19, 2021

Dear

Mr. Misbahul Munir

Your manuscript entitled “The Influence of Internal Resources on The Abilities of Agribusiness Institutions and Strategies of Competitiveness in Improving The Performance of Saving and Loan Cooperatives (Ksp/Usp) Agribusiness in East Java”, which you submitted to International Food and Agribusiness Management Review, has been reviewed. The reviewer comments are included at the bottom of this letter, along with those of the editor who coordinated the review of your paper.

Sincerely,

Kevin Zhigang Chen

International Food and Agribusiness Management Review

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Reviewer: 1

Comments to the Author

Already looks good, but need to pay attention to punctuation, and customize with template.

Reviewers: 2

Comment to the Author

The authors have followed reviewer’s comment and revised the manuscript. This paper is suitable for accepted.

Reviewer: 3 (English Editor)

Comments to the Author

The language used to the text was evaluated.

Editor’s Comments to Author:

Please, upload a short CV of all authors

Thank you for your attention.

EDITOR

Kevin Zhigang Chen

January 17, 2022

Dear

Mr. Misbahul Munir

Your manuscript entitled “The Influence of Internal Resources on The Abilities of Agribusiness Institutions and Strategies of Competitiveness in Improving The Performance of Saving and Loan Cooperatives (Ksp/Usp) Agribusiness in East Java”, which you submitted to International Food and Agribusiness Management Review, has been reviewed. The reviewer comments are included at the bottom of this letter, along with those of the editor who coordinated the review of your paper.

Sincerely,

Kevin Zhigang Chen

International Food and Agribusiness Management Review

<https://www.wageningenacademic.com/journals/ifamr/general-information>

Reviewer: 1

Comments to the Author

No Comment.

Reviewers: 2

Comment to the Author

The authors have followed reviewer’s comment and revised the manuscript.

This paper is suitable for accepted.

Reviewer: 3 (English Editor)

Comments to the Author

The Language used the text was evaluated.

Editor’s Comments to Author:

Please, upload a short CV of all authors

Thank you for your attention.

EDITOR

Kevin Zhigang Chen