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INTANGIBLE RESOURCES TRANSFORMATION : MANAGERIAL SKILL COMPETENCE, KNOWLEDGE BUSINESS COMPETENCE, AND DIGITAL SKILL COMPETENCE FOR SUSTAINABLE COMPETITIVE ADVANTAGE IN MANUFACTURING COMPANIES IN SOUTH SUMATRA

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Abstract
This study focuses on intangible resources variables which have three dimensions, namely managerial skill competence, knowledge business competence, and digital skill competence. These dimensions are strategic assets for achieve sustainable competitive advantage (SCA). The study was conducted on medium-sized manufacturing companies in South Sumatra, because; firstly, manufacturing companies need the power of innovation and human creativity, secondly, manufacturing companies as the drivers of the national economy, Thirdly, the performance of manufacturing companies in South Sumatra is deficient. The results of this study state that all managerial skills competence variables have negative and significant effects on SCA: knowledge business competence has positive and significant effect on SCA, and digital skills competence has also positive and significant effect on SCA.
Keywords: managerial skills competence; knowledge business competence; digital skills competence; sustainable competitive advantage.

1. Introduction

Building competitive advantage is a way for company sustainability, popularly introduced with

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the concept of sustainable competitive advantage (Alhamadi, 2020; Hossain, Hussain, Kannan, & Kunju Raman Nair, 2021; Porter, 1985). Several literatures have shown that building a sustainable competitive advantage can be done using a market-based approach (Kumar, Jones, Venkatesan, & Leone, 2011; Na, Kang, & Jeong, 2019; Vorhies & Morgan, 2005) or a resource-based approach (Gonyora, Migiro , Ngwenya, & Mashau, 2021; Tang, Zhang, Lu, Wang, & Tsai, 2020). Sources of competitive advantage market approach oriented to the analysis of the industry environment and competitors (Ali & Anwar, 2021; Hossain et al., 2021; Porter, 1985) as stated by Porter with Five Forces Industry. However, in conditions of an increasingly complex level of competition and an increasingly dynamic business environment, the market approach is widely criticized (Gordini, 2010; McGee, 2014; Turulja & Bajgoric, 2019) and places the company's advantage on a resource-based approach (Abeysekera, 2019; Kabue & Kilika, 2016) as a source of sustainable competitive advantage.

Resource-based sources of competitive advantage emphasize demand creation through value creation. Value creation can be realized if the company has reliable resources through intangible resources such as intellectual capital, company competence, knowledge management and mastery in the field of technology. (Abdelkader Berric & Abed, 2016; Khan, Yang, & Waheed, 2019; Mubarik, Naghavi, & Mahmood, 2019; Stan & Oprean-Stan, 2019).

Sustainable Competitive Advantage is a topic that is still being discussed until the end of this decade (Gwinji, Chiliya, Chuchu, & Ndoro, 2020; Kim, Seok, Choi, Jung, & Yu, 2020; Ma, Sun, Gao, & Gao, 2019). This is shown from a bibliometric literacy study that describes the relationship between SCA and intellectual capital, competition, dynamic capabilities, digital transformation and resources. The results of bibliometric analysis through vosviewer are presented in the following figure.

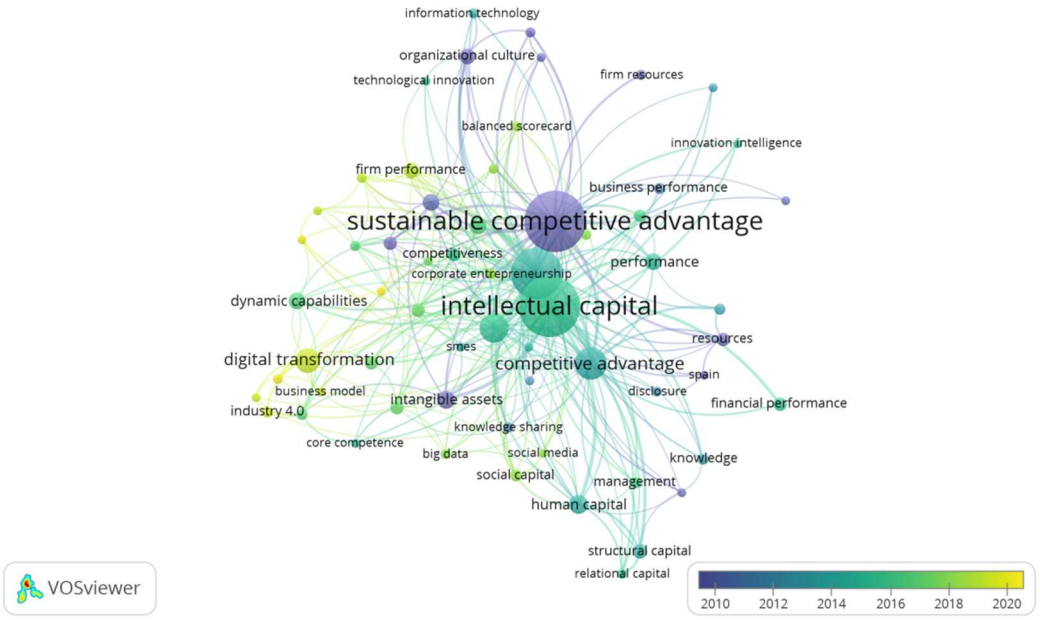

Figure 1. Mapping of research position

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Several empirical research shows how the role of intangible resources as a source of SCA, such as research in China stated that intangible resources with configuration dimensions of various resources and learning organizations have a positive effect on SCA (Ma et al., 2019). Research in Pakistan also states that Intangible resources with dimensions of financial capital, intellectual capital, and corporate social responsibility have a positive and significant effect on SCA (Khan et al., 2019; Untari, 2020). Research in Spain found that intangible resources with dimensions of reputation and legitimacy have a positive effect on SCA (Miotto, Del-Castillo-Feito, & Blanco-González, 2020; Dharmato et al, 2019). Research in Qatar says that intangible resources with dimensions of ability, motivation and opportunity have a positive effect on SCA (Al-Shahwani, 2020; Ali et al, 2018) and finally research in Africa shows that intangible resources with dimensions of internal communication, coordination between functions and organizational commitment have a positive effect on SCA (Gwinji et al., 2020).

Based on the results of the research above, the dimensions of intangible resources that are the focus of research by researchers from various countries are very different. Because of these differences, this study examines the dimensions of intangible resources, namely intellectual capital, knowledge management, and digital transformation as factors that can affect SCA.

In the case of manufacturing, companies in 2019 experienced negative growth of 8.37 which was caused by negative production growth in four types of companies engaged in food, paper, chemical, and rubber (BPS, 2019). Whereas manufacturing companies have a strategic role for the economy of South Sumatra in the form of employment, empowering human resources, and managing natural resources. This strategic role must be supported by strengthening intangible resources as an important variable to build SCA because the manufacturing industry is an industry that is locus of value creation (Dou, Wu, Sun, & Wang, 2021; Dutta, Kumar, Sindhwani, & Singh, 2020; Ferrás -Hernández, Armisen-Morell, Sabata-Alberich, Tarrats-Pons, & Arimany-Serrat, 2019).

The research will determine how the influence between intellectual capital, knowledge management, and digital transformation is sustainable competitive advantage, taking the case in South Sumatra Province (one of the provinces in Indonesia).

Intellectual capital is part of intangible resources, and has an important role for a company. This important role is evidenced by several research results, for example research in 227 Pakistani companies which state that intellectual capital has a positive and significant effect on sustainable competitive advantage (Anwar, Khan, & Khan, 2018). Research in 51 Ugandan companies also states that the intellectual capital dimension operates synergistically with sustainable competitive advantage (Kamukama & Sulait, 2017). Research in the 3 largest telecommunications companies in Jordan states that Intellectual capital has a significant effect on SCA (Obeidat et al., 2021). This study re-clarifies how the influence of intellectual capital on SCA will be tested on large and medium industrial companies in South Sumatra, Indonesia, with the proposed hypothesis:

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H1	:	Intellectual capital has a positive and significant effect on sustainable competitive advantage.

Knowledge management is the process of creating, sharing, using, and managing knowledge and information from a company in an integrated manner to increase the knowledge of its personnel. Several empirical studies prove that knowledge management allows a company to be competitive, such as research in 718 Ugandan companies, research findings show that knowledge management has a positive influence on sustainable competitive advantage, a strong indication of this research is through the combination of resource-based use. knowledge (Kamya, Ntayi, & Ahiauzu, 2010). Research in 345 SMEs in Morocco, the research findings state that knowledge management encourages the sustainability of SMEs (López-Torres et al., 2019). Next, research on small, medium and large manufacturing and service companies in Pakistan. The results show that knowledge management has a significant effect on sustainable competitive advantage for both manufacturing and service companies (Abbas & Sağsan, 2019). Based on the research findings that have been stated by previous researchers, the second hypothesis of this study is:

H2	:	Knowledge management has a positive and significant effect on sustainable competitive advantage.

Digital transformation is the process of shifting the use of conventional technology to digital-based technology. Digital transformation affects all people's lives, especially in the economic field. Currently, all companies must direct all their operating systems to be digital based, such as having social networks, using the internet, utilizing big data or other digital technologies (Ziyadin, Suieubayeva, & Utegenova, 2020). At this time, the use of digital-based technology must be fulfilled by companies in order to improve service to customers. The use of digital-based technology is the right way to anticipate competition and maintain a sustainable competitive advantage (Adamik & Nowicki, 2018). Research on 931 manufacturing companies in developed and developing countries, the research findings state that the application of technology has a significant impact on company sustainability (Gillani, Chatha, Sadiq Jajja, & Farooq, 2020). Based on various views from researchers who examine the importance of digital transformation for company sustainability, the third hypothesis of this research is:

H3	:	Digital transformation has a positive and significant impact on sustainable competitive advantage.

Research Methods and result

The research was conducted on 257 companies which are medium and large scale manufacturing companies spread across three cities and 14 districts in South Sumatra Province in Indonesia. Sources of company information selected as respondents are company directors

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or company deputy directors who are authorized as company leaders. The study uses primary data collected through filling out the questionnaire sent via POS. The response rate of 97,3% is assumed to be sufficient to meet the statistical criteria. The instrument measurement scale (item scale) uses semantic differential scaling (Rosenberg & Navaro, 2018) with an ordinal measuring scale and then transformed with method of successive interval.

The measurement of intellectual capital variables is based on three dimensions, namely human capital, structural capital, and relational capital (Ting, Ren, Chen, & Kweh, 2020). Knowledge management variable is based on four dimensions, which are knowledge acquisition, knowledge conversion, knowledge application, and knowledge protection (Shahzad, Qu, Zafar, Rehman, & Islam, 2020). Digital transformation is based on two dimensions, which are digital skills, and digital platform (Agrawal, Narain, & Ullah, 2020).

Data processing was carried out carefully for the construct test which is built from several item scales. Concerned about the redundancy of the item scale, an exploratory item scale method was carried out using Exploratory Factor Analysis (EFA). The EFA results show several indicators for the formation of the item scale dimensions through the following stages:

(1) **Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of sphericity (BTS)**

KMO is an index that compares the magnitude of the observed correlation coefficient with the magnitude of the partial coefficient. Critical value of the KMO Test is $\alpha \geq 0.05$. BTS is a test used to examine the interdependence between variable indicators with the critical value $\alpha \leq 0,05$. The results of the KMO dan BTS tests are presented in the following table.

Table 1. The Result of KMO and BTS Tests

Variable	KMO-MSA	Bts. Sig	Result
	> 0,05	< 0,05	
Intellectual capital	0,671	0,000	Continue
Knowledge management	0,731	0,000	Continue
Digital transformation	0,591	0,000	Continue
Dynamic environment	0,692	0,000	Continue
Sustainable competitive advantage	0,698	0,000	Continue

Source : Processed data, 2021

(2) **Anti-image correlation test**

In this test, the must be considered is classification of anti image correlation to see the MSA (measure of sampling adequacy) score with critical value $\alpha \geq 0.5$. The following table represents the recapitulation of MSA score for all indicators on each variable.

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(3) **MSA, Extraction Communalities test, and EigenValue Tests**

Table 2. MSA, Extraction Communalities, and EigenValue Tests

Variable		Value of Test									
Intellectual capital		HC1	HC2	HC3	SC1	SC2	SC3	RC1	RC2	RC3	Cum (%)
	MSA	,678[a]	,633[a]	,748[a]	,706[a]	,624[a]	,664[a]	,621[a]	,685[a]	,719[a]	
	EC	0,780	0,815	0,742	0,855	0,907	0,779	0,745	0,803	0,788	
	EV	2,14	2,34	2,25	0,47	0,39	0,33	0,26	0,19	0,11	80,21
Knowledge Management		KAC1	KAC2	KAC3	KC1	KC2	KC3	KAP1	KAP2	KAP3	KP
	MSA	,773[a]	,713[a]	,721[a]	,755[a]	,697[a]	,784[a]	,807[a]	,651[a]	,650[a]	,884[a]
	EC	0,821	0,890	0,812	0,838	0,835	0,760	0,372	0,772	0,796	0,476
	EV	3,59	2,05	1,72	0,78	0,61	0,37	0,27	0,23	0,17	0,15	73,76
Digital transformation		DS1	DS2	DS3	DP1						
	MSA	,601[a]	,566[a]	,570[a]	,626[a]						
	EC	0,763	0,830	0,856	0,665						
	EV	2,11	1,00	0,57	0,30						77.90
Dynamic environment		DE1	DE2	DE3	DE4						
	MSA	,696[a]	,632[a]	,777[a]	,861[a]						
	EC	0,789	0,872	0,708	0,053						
	EV	2,42	0,97	0,41	0,18						60,62
Sustainable competitiv		CC1	CC2	CC3	DC1	DC2	DC3				
	MS	,885	,831	,823	,85	,60	,60				

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e adv.	A	[a]	[a]	[a]	4[a]	3[a]	1[a]					
	EC	0,428	0,510	0,384	0,333	0,748	0,732					
	EV	3,13	0,99	0,73	0,60	0,52	0.003					52,31

Source : Processed data, 2021

Communalities test is a test conducted to determine the level of diversity of the original variable and explain at least 50% of the data diversity of the original variable. The communalities test criteria are based on the variable extraction values. The greater value of extraction communalities, the closer relationship between the indicators studied and the factors formed.

Total variance explained test is a test that can find the amount of variance associated with each factor. Factors that have an Eigenvalue more than 1 can be included in the model, whereas if the value is less than 1 will be excluded from the model.

(4) **Component matrix and rotated component matrix**

The chain of data processing results with this factor analysis will produce 2 tables, which are the component matrix table and the rotated component matrix table. The Rotated Component Matrix table shows the distribution of indicators that have been extracted into the formed factors based on factor loading after the rotation process. The factor loading value may change after rotation. Indicators that have factor loading < 0.5 are considered to have weak contribution to the formed factors so it must be reduced from the formed factors. The summary results of data processing related to the two tables mentioned above are presented below.

Table 3. Recapitulation of rotated component matrix

Variable	Component	HC1	HC2	HC3	SC1	SC2	SC3	RC1	RC2	RC3	
Intellectual capital	1	.016	-.002	.008	**.925**	**.952**	**.879**	-.002	-.028	.100	
	2	.007	.113	-.087	-.033	.023	.079	**.861**	**.891**	**.882**	
	3	**.883**	**.896**	**.858**	-.002	-.009	.031	-.054	.092	-.007	
Knowledge Management		KAC1	KAC2	KAC3	KC1	KC2	KC3	KAP1	KAP2	KAP3	KP
	1	**.897**	**.933**	**.892**	.166	.061	.053	.254	-.02	.031	.077

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									0		
	2	.105	.092	.080	**.889**	**.903**	**.864**	.036	.041	.122	.234
	3	.080	.105	.099	.143	.129	.108	**.554**	**.878**	**.883**	**.645**
Digital transformation		DS1	DS2	DS3	DP1						
	1	**.872**	**.897**	-.019	.499						
	2	.047	.163	**.925**	**.645**						
Dynamic environment		DE1	DE2	DE3	DE4						
	1	**.889**	**.934**	**.842**	.232						
Sustainable competitive advantage		CC1	CC2	CC3	DC1	DC2	DC3				
	1	**.655**	**.715**	**.620**	**.577**	**.865**	**.856**				

Source : Processed data, 2021

(5) **The Transformation of the Factor**

The intellectual capital variable forms 3 factors which are FAC1_HC, FAC2_SC and FAC3_RC. Indicators of FAC1_HC are director experience, employee skills, and work coordination, while indicators of FAC2_SC are information systems, procedures, and reputation, and then indicators of FAC3_RC are business strategy, services, and business partners. Due to the reduction in dimensions and based on the respondents' answers in HC2 item of 8.34%, SC3 item of 5.98%, and RC2 item of 7.64%, so that the name of the intellectual capital variable has changed into managerial skills competence (MSC).

The result of the next factor analysis is the knowledge management variable, which also forms 3 factors namely FAC1_KAC, FAC2_KC, and FAC3_KAP. Indicators of FAC1_KAC are knowledge from competitors, knowledge from customers, and knowledge from suppliers, while indicators of FAC2_KC are knowledge transfer, knowledge distribution, and knowledge update, and indicators of FAC3_KAP are knowledge of strategy formulation, knowledge implementation, knowledge of the development of product/service, and knowledge protection. Due to the reduction in dimensions and based on the results of respondents' answers in KAC2 items of 7.01%, KC3 items of 7.26% and KP items of 7.63%, the name of knowledge management variable has changed into knowledge business competence (KBC).

The digital transformation variable forms 2 factors, namely FAC1_DS and FAC2_DP. FAC1_DS contains training, certification, and internships in the IT field, while FAC2_DP

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contains IT tools and equipment. Due to the reduction in dimensions and based on respondents' answers in DS3 items of 6.89% and DP2 items of 7.41%, so that the digital transformation variable changed its name to digital skills competence (DSC).

The results of the last factor analysis, dynamic environment variable and the sustainable competitive advantage variable, did not experience a rotation factor. The results of these two variable analyses only produce 1 factor, namely FAC1_DE and FAC1_SCA. Therefore, these two variables did not change their name. The recapitulation of indicator transformation into factoring is presented briefly in the table below.

Table 4. Result of Factor Transformation

Old Variables	Indicator		New Variables
	Old	Factoring	
Intellectual capital	HC1, HC2, HC3, SC1, SC2, SC3, RC1, RC2 dan RC3	FAC1_HC, FAC2_SC, FAC3_RC	Managerial skills competence (MSC)
Knowledge management	KAC1, KAC2, KAC3, KC1, KC2, KC3, KAP1, KAP2, KAP3, dan KP	FAC1_KAC, FAC2_KC, FAC3_KP	Knowledge business competence (KBC)
Digital transformation	DS1, DS2, DS3, DP1	FAC1_DS FAC2_DP.	Digital skills competence (DSC)
Dynamic environment	DE1, DE2, DE3, dan DE4	FAC1_DE.	Dynamic environment (DE)
Sustainable competitive advantage	CC1, CC2, CC3, DC1, DC2, DC3	FAC1_SCA	Sustainable competitive advantage (SCA)

Source : Processed data, 2021

Table 5. Regression Data Processing Result (t test)

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.015	.051		-.295	.768
Managerial skills competence	-98.591	1.620	-29.709	-60.847	.000
Knowledge business competence	70.431	1.546	21.223	45.557	.000
Digital skills competence	28.226	.972	8.497	29.047	.000

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Model Test : F Test : 1249.719 : Sig 0.0000 ; R^2=93,9%; SEE=.79907

Dependent Variable: Sustainable competitive advantage

Based on table 5 above, the coefficient value of the managerial skill competence (MSC) variable is minus 98,591, which means the lower the level of managerial skill competence possessed by the company, the greater the company's efforts to achieve SCA. The coefficient value of the knowledge business competency variable (KBC) is 70,431, which means the higher the knowledge business competence level possessed by the company, the faster the company will achieve SCA. KBC referred to in this study is explicit knowledge which means that the company wants to share overall knowledge or information related to the work and performance of the company. If the results of the study obtained a positive value, it can be concluded that KBC is considered important for manufacturing companies. This happens because an increase in KBC will boost the increase of SCA.

The digital skills competence (DSC) coefficient value is 28,226, which means that the better the digital skills competence possessed by the company, the faster it will reach SCA. The DSC referred to in the research is the process of using the company's conventional technology towards digital-based technology. The result of this research found that DSC has an important contribution and strategy for companies to find SCA.

Conclution

This study concludes that an anomaly occurs in managerial skills competence that has an effect on sustainable competitive advantage, which shows a negative effect, which means that the higher the managerial skills competence, the lower the sustainable competitive advantage. This can be interpreted that the role of managerial skill competence is not optimal in contributing to SCA. This also proves that the concept of managerial skill competence is less relevant to managerial functions in general, which prioritizes "conceptual" competence rather than "skill" competence.

Knowledge business competence has a positive and significant effect on sustainable competitive advantage, which means that the higher the knowledge business competence, the sustainable competitive advantage will increase too. Digital skills competence has a positive and significant effect on sustainable competitive advantage, which means that the higher the digital skills competence, the sustainable competitive advantage will increase too. The most important predictor out of these three variables contributing to SCA is knowledge business competence followed by digital skills competence.

This research has contributed to the strategic management domain and cases in explaining resources based theory, intellectual capital and knowledge management. As a novelty, the research has established an item scale to explain managerial skills competence, knowledge business competence and digital skills competence as new dimensions, and proposes that managerial skill competence, at the top management level, can be grouped into dimensions of conceptual competencies and skill competences, for the purpose of making items scale on instrument indicators.

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