

The Role of Innovation Capability and Human Resource Management in Realizing Competitive Advantage: Case Study at Angliss Bakehouse Medan City

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ABSTRACT

This research aims to analyze the role of innovation capability and human resource management in realizing Angliss Bakehouse's competitive advantage in Medan City. The quantitative research method with the Structural Equation Modeling approach based on Partial Least Squares (SEM-PLS) was applied to 100 consumer respondents through incidental sampling techniques. The results of the analysis showed that innovation capability had a positive and significant effect on competitive advantage with a path coefficient of 0.335 ($p=0.021$) and an effect size of f^2 of 0.143, although it was relatively weak. Meanwhile, human resource management exerted a stronger influence with a path coefficient of 0.554 ($p < 0.001$) and f^2 of 0.390. The two variables together explain the 71.7 % variation in competitive advantage ($R^2=0.717$, $Q^2=0.677$), confirming the model's predictive relevance. These findings indicate that innovation needs to be supported by effective HR practices for the consistent implementation of new ideas. The practical implications of this research prompted Angliss Bakehouse to strengthen its R&D team, develop structured training modules, and integrate R&D and HR functions. In addition, the digitization of operational and marketing processes, as well as the implementation of an open innovation framework are proposed as strategies to strengthen the competitive base and encourage sustainable business growth.

Keywords: Angliss Bakehouse, Bakery Industry, Competitive Advantage, Human Resource Management, Innovation Capability

INTRODUCTION

The food and beverage industry, especially the bakery business, continues to experience rapid development in line with increasing market demand and changing consumer preferences. Increasingly fierce competition requires every business actor to have the right strategy in maintaining existence and creating a competitive advantage. Economic growth and market performance can affect competition between businesses, income levels and employment opportunities Gultom et al. (2024). One of the key factors in achieving a competitive advantage is innovation capabilities and effective human resource management.

In an era of increasingly dynamic business competition, competitive advantage is the key to business continuity. These advantages allow companies to maintain market share, increase profitability, and respond to changing consumer tastes. In the bakery sector, factors such as product differentiation, recipe innovation, cost efficiency, and customer service play a major role in building a superior position over competitors. The bakery industry in Medan City is dominated by small-scale businesses which reach 86%, while medium-scale 13% and large-scale only 1%. This condition reflects market fragmentation with many MSME players competing to offer distinctive products and

affordable prices. The demand for bread and bakery products continues to rise as urban lifestyles change and middle-class incomes increase. Per capita bread consumption in Indonesia jumped from 0.85 kg in 2013 to 1.83 kg in 2018. Regionally, the Asian bakery industry is projected to grow by an average of 8.33% per year during 2019–2025. At the national level, the increase in bakery consumption such as white bread has reached 500% since 2014, and total bread sales in Indonesia reached USD 18.7 billion in 2021, the highest in Southeast Asia. On a macro level, the Indonesian bakery market has recorded stable annual growth of between 7%–9% since 2015. Projections show growth of 7.11% in 2025 and increase to 9.38% in 2029, supported by increased urbanization, retail modernization, and food e-commerce penetration. This growth rate provides room for Medan bakery players to adopt market penetration strategies, product differentiation, and digital collaboration to strengthen their competitive position.

Angliss Bakehouse, as one of the growing bakery businesses in Medan City, faces challenges in adapting to market changes and increasingly complex competition. The ability to innovate in products, services, and operations is a major factor in maintaining the company's competitiveness. In addition, good human resource management also plays an important role in ensuring productivity and customer satisfaction. In addition, Angliss Bakehouse also faces a major challenge in maintaining its innovation capabilities amid increasingly fierce market competition. Innovation capabilities include the ability to develop new products, improve operational efficiency, and adopt technology to meet changing customer demands. However, while innovation is a key factor in maintaining competitiveness, not all businesses are able to consistently produce relevant and effective breakthroughs (Erawati & Pramelia, 2022).

The main problem in Angliss Bakehouse Medan's competitive advantage lies in the price strategy that is only equivalent to the market average so that spontaneous purchases are low and consumers wait for promos. Inconsistent promotion and discount mechanisms at the checkout trigger confusion while lowering trust. The wide variety of product variants challenges supply management, so popular items often run out at branches even when central stock is available. The accessibility of outlets, especially in Marelan, is hampered by traffic congestion so that walk-in visits decrease, and finally, the halal narrative and premium quality that have not been firmly embedded in the minds of consumers make emotional differentiation weak and customer loyalty difficult to maintain. Here is a table that summarizes some of the data of active competitors who can be competitors of Angliss Bakehouse:

Table 1. Angliss Bakehouse Sales Data

Year	Sales (Rp)
2022	180.000.000
2023	162.000.000
2024	158.000.000

The table 1 indicates a consistent trend of increasing sales every year. Innovation capabilities can be an important point in playing an important role in this increase, reflected in the launch of new bread and cake products with unique flavor variants and attractive packaging, so as to attract a wider market segment and encourage the frequency of customer repurchases. In addition, human resource management is also complementary in making a significant contribution through the implementation of routine training programs, the development of soft skills and technical skills of employees, and the strengthening of a culture of teamwork, which together improves operational efficiency, product quality, and customer satisfaction all factors that synergize in spurring sales growth from Angliss Bakehouse's innovation capabilities.

Table 2. Bakehouse Competitor Data

Competitors	Number of Outlets	Featured Products	Market Share Forecast
The Harvest	6	Premium cakes, pastries	12%
Every day	4	Artisan breads, croissant	8%
BreadLife	10	Plain bread, loaf bread	15%
Flourish Bakery	5	Whole wheat bread, healthy bread	6%
Otten's Bakery	8	Modern Cake Decoration	10%

The table 2 shows that BreadLife has the most branches, with 10 stores, and holds the largest market share of 15%. Next, The Harvest and Otten's Bakery are next, with market shares of 12% and 10%, respectively. From this data, it can be concluded that store distribution and product variety are important factors in determining a bakery's competitive position in the market.

Angliss Bakehouse stands out as a competitive leader in Medan through the synergy between product quality, affordable prices, and innovative services. Since its founding by Frans Lay in 2015, the network has grown rapidly with six branches and more than 60 employees in its first five years. They offer 24-hour service plus contactless delivery so that they can reach the segment of students and night workers, a unique phenomenon that is rarely adopted by other competitors. The variety of Angliss Bakehouse menu includes around 30 variants of sweet bread, various salted breads, sponge rolls, brownies, whole cakes, and custom cakes with prices ranging from IDR 3,500 to IDR 230,000, meeting the needs of all groups. This excellence is reflected in the average rating of 4.6/5 based on more than 250 reviews, confirming customer loyalty and satisfaction amid fierce competition from the Medan bakery industry.

Product, process, and service innovation is a crucial factor in the food and beverage industry as it allows companies to introduce new flavor variants, improve production efficiency, and design customer experiences that differentiate a need given the sector's growing contributions (Rahman et al., 2024). Innovation plays an important role in retaining customers by improving the quality of products and services. Research shows that companies that consistently launch product updates and improve digital services are able to strengthen satisfaction, build loyalty, and reduce customer churn rates. By adopting a model such as the "ten types of innovation," companies can develop strategies that go beyond product performance to encompass service, engagement, and value creation. This holistic approach enables e-commerce businesses to strengthen customer loyalty and gain a competitive advantage in an ever-evolving market (Akin, 2024).

Angliss Bakehouse's innovation problems can be seen from the lack of new variants and low contribution to customer satisfaction. Branch menus tend to be static with no seasonal experiments or limited editions. The absence of an R&D team makes the identification of trends and consumer needs unsystematic. Digitization for order customization and cake design preview is still limited, so the service is less value-added. Low investment in research, a shortage of product experts, and slow technological

adaptation (automation and digital marketing) hinder efficiency, growth, and competitiveness.

Innovation capabilities are also closely related to responding to changing market trends and consumer preferences. Modern consumers are increasingly paying attention to health and sustainability aspects in food products, including in the bakery industry. Angliss Bakehouse needs to develop innovations in the use of healthier ingredients, such as low-sugar or gluten-free products, as well as implement a more environmentally friendly production strategy. However, these changes often require major adjustments in supply chains and production methods, which can be challenging in implementation. Innovation capabilities also include the company's ability to develop new products, improve business processes, and adapt to evolving technology. Bakeries that are able to present innovative products with unique tastes, attractive packaging, and maintained quality have a greater chance of attracting consumer interest. In addition, the use of technology in operations, such as the digitization of orders and payments, can improve efficiency as well as customer experience. Research conducted by Wijaya & Simamora (2022) shows that information technology capabilities and innovation capabilities affect competitive advantage.

HR management is crucial for service consistency and innovation. Angliss Bakehouse has 60–70 employees (production, front-liner, logistics, marketing), the majority of whom are 20–35 years old and work many night shifts. Development still relies on informal on-the-job training without HRD units or standard modules, accounting for baker and cashier turnover of ~25% per year. Companies need an HR strategy: periodic training, skill development, and reward systems to improve retention and performance. In addition, continuous innovation and product adaptation to health and eco-friendly trends will strengthen customer attraction and loyalty. Good HR management ensures operational effectiveness: a solid work team, fair incentives, and a comfortable working environment increase productivity and employee satisfaction critical for the bakery industry that requires creativity in production and service. Research conducted by Progoulaki & Theotokas (2010) shows that human resources and integration applications have an effect on competitive advantage. In addition, the increase in bakery competitiveness depends not only on product innovation, but also on the quality of service, fast, responsive, and in line with customer expectations providing a competitive advantage. Therefore, innovations in service systems and marketing strategies are equally important to be strengthened so that businesses are able to attract and retain customers.

In recent years, digitalization has had a major impact on the food and beverage industry. Consumers are increasingly accustomed to technology-based services, such as online ordering, digital payments, and interaction through social media. Angliss Bakehouse needs to consider integrating this technology into its operating system to improve the customer experience and reach a wider market.

In addition to facing the challenges of innovation and human resource management, Angliss Bakehouse must prioritize sustainability in addition to innovation and human resource management, the use of environmentally friendly materials strengthens the image in the eyes of consumers who care about the environment. Bakeries that combine innovative products, superior service, and sustainable practices will have a competitive edge. Companies need to optimize innovation capability, marketing strategies, and HR management including training, reward systems, and productive work cultures as the foundation for sustainable growth.

Innovation capability is important because consumers demand product variety. Bakeries that regularly introduce unique flavors, textures, and concepts are easier to attract

customers and differentiate themselves in marketing. Proper HR management increases employee loyalty and motivation, thereby increasing the quality of production and service. In the era of globalization and digital, Angliss Bakehouse needs to continue to innovate and adopt marketing technology to face overseas competition and meet consumer expectations for an easy and safe shopping experience.

The competitive advantage achieved through innovation and human resource management not only benefits the company, but also the industry as a whole. With more and more bakery businesses implementing this strategy, the food and beverage industry in Medan City can develop more dynamically and sustainably. Previous research conducted by Weerawardena & Mavondo (2011) shows that conceptualization and development of innovation capability have an effect on competitive advantage. Previous research conducted by Mao et al. (2016) shows that technology management capability and information technology resources have an effect on competitive advantage. Thus, this study aims to analyze how innovation and human resource management capability can contribute to realizing competitive advantages at Angliss Bakehouse Medan City. Through this research, it is hoped that insights can be obtained on the best strategies in developing a sustainable and highly competitive bakery business.

LITERATURE REVIEW

Competitive Advantage

Competitiveness is the ability of a society to continuously transform itself in response to economic, political, and technological changes (Nasution, 2024). Competitive advantage as the ability possessed by business actors in superior performance compared to other business owners in the same s through competent resources (Wijaya & Simamora, 2022). Competitive advantage is the relationship or set of various resources of a company (Tyoso & Haryanti, 2020). The importance of competitive advantage within an organization is not limited to external factors. Competitive advantage is defined as a profitable strategy from a company that collaborates to create a more effective competitive advantage in its market (Nurul Azizah et al., 2022). Business success has long been considered a crucial factor in building and maintaining competitive advantage (Rezeki et al., 2025). Competitive Advantage is the ability to capture existing business opportunities, including opportunities to overcome existing challenges and develop themselves to be more competitive (Fauzi et al., 2022). Competitive advantage is an advantage over competitors that is gained by offering greater consumer value, either at a lower price or by providing greater profits and services that provide higher prices (Alam & Tui, 2022). Competitive advantage is the added value resulting from the implementation of strategies that strengthen the company's bargaining power toward consumers (Gustina et al., 2022). There are several indicators of competitive advantage, namely price, product, quality and delivery dependability (Wijaya & Simamora, 2022).

Innovation Capability

Innovation capability is the ability possessed by business actors to create and develop the latest quality innovations in a product and can overcome various challenges in the market (Wijaya & Simamora, 2022). Innovation capability is considered as the valuable assets for the firms to provide and sustaining competitive advantage and in the implementation of the entire strategy (Rajapathirana & Hui, 2018). Innovation capability is central to small businesses aiming to compete with their larger and more resource possessing competitors (Saunila, 2020). Innovation capability is a result of learning processes continuously developed over time (Breznik & Hisrich, 2014). Innovation capability can be seen as an organizational capacity of strategic nature. In other words, it is about aligning innovation practices with organizational strategies. This usually

happens deliberately, in a systematized way, and uses one or more models for the development of innovation (Froehlich & Bitencourt, 2019). There are several indicators of innovation capability, namely technological innovation, product innovation, market innovation, and service innovation (Dewi Santika, 2021).

Human Resource Management

Human resource management is one of the fields of general management that includes the aspects of planning, implementation, control, and organization (Husaini & Sutama, 2021). Human Resource Management is the integrated ability of the mind and physical power possessed by individuals (Febrian et al., 2021). Human resource management is the potential contained in humans to realize their role as adaptive and transformative social beings who are able to manage themselves and all the potentials contained in nature towards achieving the welfare of life in a balanced and sustainable order (Triyono et al., 2023). Human resource management is an integrated competence and capacity of common sense, systematic, analytical, and critical thinking skills that exist and exist in every human being (human as resources) (Suseno et al., 2023). Human resource management itself is an art that carries out the process of maintaining employees in a humane manner so that the potential possessed can function optimally for the achievement of company goals (Supriadi, 2023). There are several indicators of human resource management, namely employee achievements, employee discipline, employee attendance, and management decisions (Umam & Akhmad, 2021).

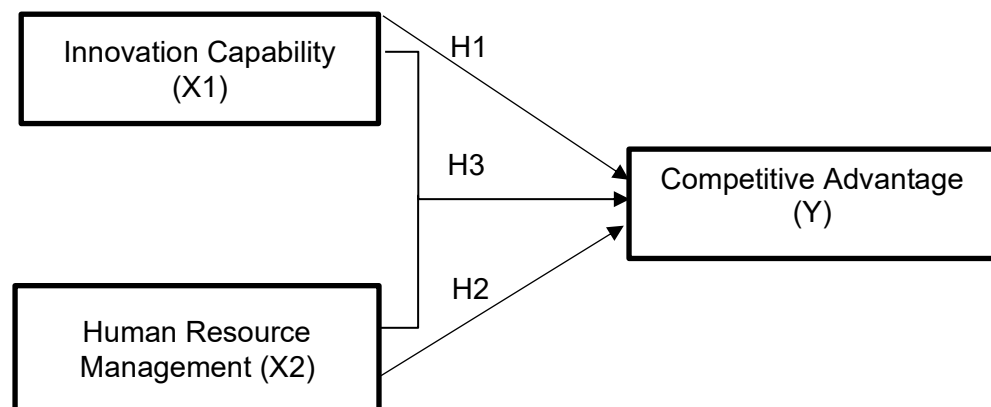


Figure 1. Theoretical Framework

The hypothesis in this study is:

H1: There is an influence of Innovation Capability on Competitive Advantage

H2: There is an influence of Human Resource Management on Competitive Advantage

H3: There is an influence of Innovation Capability and Human Resource Management on Competitive Advantage

RESEARCH METHOD

This research was conducted at Angliss Bakehouse, Medan City with an address at Wahidin Street No., 11, Pandau Hulu I, Kec. This type of research is a type of quantitative research. This research was carried out by making a questionnaire statement and disseminating it to consumers and processing data using the Structural Equation Modelling method based on Partial Least Squares (SEM – PLS).

The population in this study is consumers of Angliss Bakehouse Medan City. Due to the unknown number of populations, we will use the hair formula where the number of samples is at least 5 times and the maximum is 10 times the number of indicators. In the

study, there were 10 indicators, the number of indicators used was: Minimum sample = number of indicators x 5 = 10 x 5 = 50 respondents, Maximum sample = number of indicators x 10 = 10 x 10 = 100 respondents. In this study, the researcher determined the number of samples to be used was as many as 100 respondents from consumers in Angliss Bakehouse Medan City. This study uses incidental sampling techniques. Sugiyono (2022:133) Defining incidental sampling as a sample determination technique based on chance, that is, anyone who happens to meet the researcher can be used as a sample, if it is seen that the person who happens to be met is suitable as a data source.

RESULTS

Table 3. Convergent Validity Test

Code	Innovation Capability	Human Resource Management	Competitive Advantage
KI1	0.799		
KI2	0.741		
KI3	0.715		
KI4	0.763		
KI5	0.769		
KI6	0.767		
KI7	0.695		
KI8	0.802		
MSDM1		0.742	
MSDM2		0.610	
MSDM3		0.640	
MSDM4		0.735	
MSDM5		0.720	
MSDM6		0.760	
MSDM7		0.770	
MSDM8		0.731	
KK1			0.785
KK2			0.831
KK3			0.786
KK4			0.817
KK5			0.809
KK6			0.793
KK7			0.836
KK8			0.695

Source of Processed Data 2025

Based on the convergent validity test, all loading factor values of the variables of Innovation Capability (KI1 – KI8), Human Resource Management (MSDM1 – MSDM8), and Competitive Advantage (KK1 – KK8) each exceeded 0.50, so that all items were considered to be convergently valid.

Table 4. Discriminant Validity Test

Code	Innovation Capability	Human Resource Management	Competitive Advantage
KI1	0.799	0.586	0.321
KI2	0.741	0.554	0.321
KI3	0.715	0.480	0.370
KI4	0.763	0.556	0.433

KI5	0.769	0.519	0.397
KI6	0.767	0.454	0.405
KI7	0.695	0.632	0.267
KI8	0.802	0.521	0.369
MSDM1	0.533	0.742	0.388
MSDM2	0.396	0.610	0.388
MSDM3	0.425	0.640	0.242
MSDM4	0.560	0.735	0.361
MSDM5	0.540	0.720	0.350
MSDM6	0.540	0.760	0.370
MSDM7	0.556	0.770	0.359
MSDM8	0.460	0.731	0.407
KK1	0.477	0.470	0.785
KK2	0.330	0.349	0.831
KK3	0.377	0.386	0.786
KK4	0.426	0.489	0.817
KK5	0.369	0.405	0.809
KK6	0.295	0.337	0.793
KK7	0.358	0.363	0.836
KK8	0.391	0.379	0.695

Source of Processed Data 2025

The discriminant validity test showed that the correlation of each indicator to its construct was higher than the correlation with other constructs, confirming the instrument's ability to distinguish between constructs well. With the fulfillment of these two criteria, it can be concluded that the research instrument has adequate validity.

Table 5. Reliability Test

Code	Cronbach's alpha	Composite reliability (rho_c)
KI	0.894	0.915
MSDM	0.863	0.893
KK	0.917	0.932

Source of Processed Data 2025

In the reliability test, the Innovation Capability variable obtained a Cronbach's Alpha value of 0.894 and Composite Reliability (rho_c) of 0.915, the Human Resource Management variable obtained a Cronbach's Alpha value of 0.863 and rho_c 0.893, while the Competitive Advantage variable showed Cronbach's Alpha 0.917 and rho_c 0.932, with all values above the threshold of 0.70, it can be concluded that each construct has good internal consistency and this research instrument is reliable for measures these three variables.

Table 6. R Square

Code	R-square	R-square adjusted
KK	0.717	0.711

Source of Processed Data 2025

The R Square value of the Competitive Advantage (KK) variable is 0.717, with an adjusted R² of 0.711. This indicates that the variables of Innovation Capability (KI) and Human Resource Management (MSDM) are able to explain the variable of Competitive Advantage (KK) by 71.7%. It can therefore be concluded that the model is considered very powerful. A high R² value indicates excellent model strength.

Table 7. Effect Size

Code	Innovation Capabilit	Human Resource Management	Competitive Advantage
KI			0.143
MSDM			0.390
KK			

Source of Processed Data 2025

The effect of Innovation Capability (KI) on Competitive Advantage (KK) of 0.143 is considered weak. Meanwhile, the Influence of Human Resource Management (MSDM) on Competitive Advantage (KK) of 0.390 is considered strong.

Table 8. Hypothesis Test

Code	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
KI -> KK	0.335	0.330	0.145	2.314	0.021
MSDM -> KK	0.554	0.571	0.127	4.379	0.000

Source of Processed Data 2025

In the hypothesis test, the results of the path estimation showed that Innovation Capability had a positive and significant effect on Competitive Advantage with a statistical t-value of 2.314 (>1.96) and a p-value of 0.021 (<0.05). Meanwhile, Human Resource Management has a positive and significant effect on Competitive Advantage and has a much stronger impact with a statistic of 4,379 (>1.96) and a p-value of 0.000 (<0.05).

Table 9. Goodness Of Fit (GOF)

Code	Q ² predict
KK	0.677

Source of Processed Data 2025

The Q² value is 0.677 > 0 and is in the strong category, so the model has predictive relevance or exogenous latent variables, namely Innovation Capability (KI) and Human Resource Management (MSDM) are very good (very appropriate) as explanatory variables that are able to predict the endogenous variable, namely Competitive Advantage (KK).

DISCUSSION

Innovation Capability to Competitive Advantage at Angliss Bakehouse Medan City

The innovation capability showed a positive and significant influence on Angliss Bakehouse's competitive advantage, with a path coefficient of 0.335 (t-statistic 2.314, $p = 0.021$). However, the effect size (f^2) of innovation capability is only 0.143, which is relatively weak. This indicates that although product, process, and service innovation is able to increase competitive advantage, its contribution is still limited when it stands alone. This condition reflects Angliss Bakehouse's need to strengthen its research and development functions, implement a systematic innovation model, and utilize digital technologies such as order customization platforms. This result shows that innovation capability helps companies gain a competitive advantage. It is consistent with the study

by (Gustina et al., 2022) namely: Analysis Of The Effect Of Marketing Mix On The Competitive Advantage Of Samoto Products In PT. Utama Netindo Semesta.

Human Resource Management Towards Competitive Advantage at Angliss Bakehouse Medan City

Human resource management exerts a positive and much stronger influence on competitive advantage with a path coefficient of 0.554 (t-statistic 4.379, $p < 0.001$) and an effect size of f^2 of 0.390. This result shows that human resource management helps improve the company's performance and competitive advantage. It is consistent with the study by (Siagian, 2023) namely: Manajemen Sumber Daya Manusia. These results confirm that human resource management through regular training, career path development, fair incentives, and formalization of HRD units is key in maintaining consistency in service quality and increasing productivity. The high turnover at the baker and front-liner levels (25% per year) underscores the need for retention systems, onboarding modules, and competency-based performance evaluation processes to maintain team capabilities and support the achievement of business goals.

Innovation Capability and Human Resource Management to Competitive Advantage at Angliss Bakehouse Medan City

Overall, the research model explained 71.7% variation in competitive advantage ($R^2 = 0.717$, adjusted $R^2 = 0.711$) and had strong predictive relevance ($Q^2 = 0.677$). The synergy between innovation and HR management results in a solid foundation of innovation fueling product differentiation and customer experience, while HR ensures that new ideas can be implemented effectively and sustainably. To strengthen this synergy, Angliss Bakehouse needs to integrate the R&D team with the HR unit so that every product innovation is followed by proper training and allocation of human resources, as well as optimizing operational technology to support cross-functional collaboration.

CONCLUSION

In this study, it was revealed that innovation capability made a positive and significant contribution to Angliss Bakehouse's competitive advantage (path coefficient 0.335, f^2 0.143), although the effect was relatively weak when standing alone. In contrast, human resource management holds a much stronger role with a path coefficient of 0.554 and f^2 of 0.390. The combination of these two variables explains the 71.7% variation in competitive advantage (R^2 0.717) and shows high predictive relevance (Q^2 0.677). The synergy between innovation that drives product differentiation and customer experience and HR management that ensures the consistent implementation of innovation is the main foundation in maintaining Angliss Bakehouse's competitive position.

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