

Competitive Advantages of Garut Coffee MSMEs Based on Knowledge Sharing

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Abstract– Small and Medium Enterprises Coffee shops need to increase their competitiveness in order to survive and develop. The knowledge and information disseminated can be technical, non-technical, or both. The research method used is a quantitative approach with a verification type of research. Research population of coffee shops in Garut Regency. The research sample was 47 coffee shops taken randomly with 50 respondents consisting of managers. Research data was collected by distributing questionnaires to coffee shop owners or managers. Research data was analyzed using PLS-SEM analysis. The research results show that knowledge sharing has a positive effect on competitive advantage. Knowledge sharing enables organizations to: Increase innovation and creativity, Improve decision making, Increase efficiency and productivity, Improve product and service quality, Strengthen cooperation and collaboration.
Keyword- Competitive Advantage, Knowledge Sharing, MSMEs Coffee Garut.

I. INTRODUCTION

Indonesia's abundant natural wealth can help the country's economic growth. Producing products that enable sustainable economic growth can achieve this. The modern business world has evolved, resulting in increasingly fierce competition. Business ventures must be able to produce products and compete with competitors in business development [1].

To achieve company goals, various efforts will be made. One way to do this is by establishing micro, small and medium enterprises (MSMEs). Small and micro businesses (MSMEs) have a significant role in improving and expanding the community's economy. MSMEs have the ability to survive in any conditions to achieve community prosperity. When the 1998 monetary crisis occurred, MSMEs proved to be strong. Many large businesses have fallen, but MSMEs have survived and are even more numerous. Because of the big role of MSMEs in supporting a country's economy, MSMEs are highly expected by a country. This is because of its important role in economic growth and progress to achieve societal prosperity [2].

Coffee shops are ranked first and second in the culinary sector with the most outlets in Indonesia. PT Luna Boga Narayan, the coffee shop owner, recorded sales last year of \$71.3 million, or the equivalent of IDR 1.11 trillion, with a price per unit of IDR 15,709. Kopi Kenangan is in second place after Kopi Janji Jiwa, with 932 outlets and sales of US\$93.3 million, or IDR 1.46 trillion. However, with 443 outlets, Starbucks, a coffee shop competitor from outside

Indonesia, is in sixth place. Starbucks is able to achieve revenue of US\$154.9 million, or around IDR 2.43 trillion, in 2022, even though the number of its outlets in Indonesia is still relatively small.

The coffee shop business certainly offers tempting profits for business people. This has encouraged the establishment of dozens of coffee shops in Garut Regency with various concepts and variations in presentation. This reputation encourages entrepreneurs to develop their businesses, especially in the coffee shop sector, to fulfill the needs of the community, especially students and workers, to socialize and enjoy delicious food. There are a lot of coffee shops in Garut Regency, however, there are 47 MSME coffee shops registered and still surviving based on data from the Garut Regency Industry and Trade Service.

According to the Garut Regency Industry and Trade Service, not all shops have the ability to survive the competition due to a lack of knowledge in serving coffee and cooperation between employees which causes several shops to eventually go out of business. Therefore, in order for coffee shops to find a competitive advantage, knowledge is needed to achieve competitive advantage[3].

Human resources are the most important asset that an organization has. Having reliable human resources will provide competitiveness for any organization or company and have a strategic position among competitors in the market.[4]

The insight possessed by every human resource within the scope of the company is very important for



the company's progress. A business's ability to collect, use, and transform knowledge into strategies that help them achieve their goals. To gain a competitive advantage, a company strives to share knowledge with all its employees [4][5].

Apart from the knowledge that every employee in the company must have, to create a competitive advantage you must create innovation.[6] Innovation has an important role, namely with updates, uniqueness, and adoption of technology and products that will increase consumer satisfaction [7].

In previous research, there were several who researched or studied Competitive Advantage factor analysis, there were several factors that influenced it, including science [2]. As for those who researched Knowledge Sharing in the flow of information as a Competitive Advantage strategy and the results were that Knowledge Sharing had a positive effect on Competitive Advantage in the company and facilitated the flow of company information. [5].

II. LITERATURE REVIEW

2.1 Knowledge Sharing

Knowledge is the main capital to win competition in the business world, especially beverages. Apart from being the main capital, knowledge also plays an important role in the quality of human resources. Knowledge plays a big role in human resources because the higher the level of employee knowledge, the easier it will be for them to understand their duties and responsibilities. Problems that often occur are precisely because of the lack of information that employees need to carry out their duties.

Knowledge Sharing is the process of exchanging knowledge between individuals, groups, or organizations. Knowledge sharing involves the transfer of knowledge from one party to another with the aim of creating new knowledge through the integration of existing knowledge [8]. Knowledge Sharing involves the exchange of knowledge resources between individuals, groups or organizations through media such as interviews, presentations, documentation or information system tools. Knowledge sharing is also useful for increasing innovation, work performance and organizational competitiveness which are the keys to achieving organizational excellence [9][10].

2.2 Dimension Knowledge Sharing

Based on research conducted by [9] There are 4 (four) main dimensions of Knowledge Sharing, namely:

1. Knowledge Donation

This dimension measures the extent to which individuals are willing to provide and share their knowledge with others voluntarily.

2. Knowledge Collection

This dimension measures the extent to which individuals attempt to collect and obtain knowledge from others through various sources.

3. Knowledge Direction

This dimension measures the direction of knowledge flow between individuals and organizations. Does knowledge flow more from individuals to organizations or vice versa.

4. Reciprocal Interaction

This dimension measures the pattern of reciprocal interaction between individuals in the knowledge sharing process. Is the Knowledge Sharing process based more on reciprocal or unilateral principles.

Based on research by [11] Regarding Dynamic Theory of Organizational Knowledge Creation, there are 4 modes of knowledge conversion which are dimensions of knowledge sharing, namely:

1. Socialization

The process of exchanging implicit knowledge between individuals through observation, imitation, and direct experience. For example, on the job training.

2. Externalization

Manifesting or articulating implicit knowledge into explicit concepts that other people can understand, for example through metaphors/analogies.

3. Combination

The process of combining various elements of explicit knowledge into a more complex system through documentation and communication.

4. Internalization

Learn and understand explicit knowledge and apply it into personal implicit knowledge through daily work practices.

2.3 Competitive Advantage

Competitive Advantage refers to the strategic advantage a company has compared to its competitors, which allows it to provide higher value



to its customers [12]. Competitive Advantage is a company's ability to produce higher value or lower costs than its competitors so that it is able to gain profits in the market [13]. Based on research by [14], There are 3 main dimensions to measure Competitive Advantage, namely:

1. Cost Leadership

This dimension measures the company's ability to provide products/services at lower production costs than competitors.

2. Product Differentiation

This dimension measures a company's ability to differentiate its products/services from competitors by creating unique added value.

3. Focus

Namely the ability to target certain markets and meet the special needs of customers

The dimensions of competitive advantage according to research by [15] is:

1. Quality

The level of quality of the company's products/services compared to competitors. Quality can be measured from reliability, performance, and product features.

2. Delivery dependability

The company's reliability in meeting customer needs on time according to the promised delivery schedule. This is important to maintain customer loyalty.

3. Price competitiveness

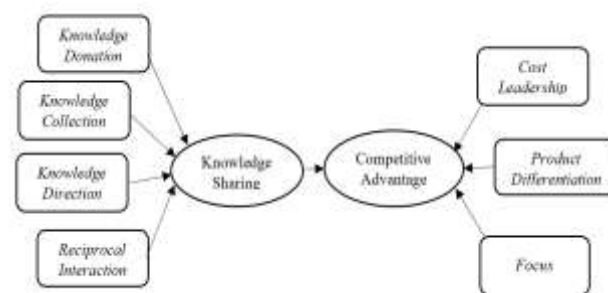
The company's ability to offer prices that are competitive or even lower than those of its main competitors. This can encourage revenue growth.

4. Innovation

The level of new innovation carried out by the company, both product and business process innovation. Innovation can differentiate a company and create added value for customers.

2.4 The Relationship of Knowledge Sharing to Competitive Advantage

Based on the results of previous research that I have previously presented, the main findings that support the statement that the influence of Knowledge Sharing has a significant and positive effect on Competitive Advantage are: [7] found that Knowledge Sharing has a positive effect on innovation capabilities which in turn has a positive effect on the company's operational performance.



Source: [16]

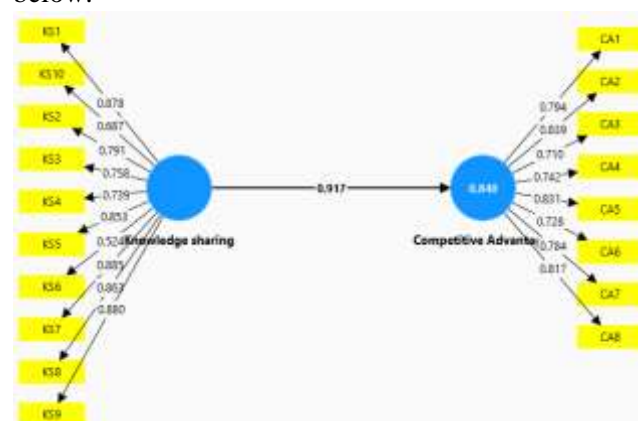
Figure 1. Theoretical Framework

III. RESEARCH METHODS

The research method used is a quantitative method with a survey approach. The research population was all coffee shops in Garut Regency. The research sample was 47 coffee shops taken randomly with 50 respondents consisting of managers. Research data was collected through questionnaires distributed to coffee shop owners or managers. The questionnaire contains questions regarding knowledge sharing and the competitiveness of coffee shops. Research data was analyzed using PLS-SEM analysis.

IV. RESULT AND DISCUSSION

To answer the problem under study regarding whether or not there is an influence of knowledge sharing on competitive advantage, researchers used the PLS-SEM analysis tool, using two output models, namely the measurement model (outer model) and the structural model (inner model). The results of the measurement model are presented in Figure 4.1 below:



Source: PLS-SEM Data processing, 2024

Figure 2. Measurement Model Output

Based on figure 2 of the outer model output, there are two constructs, namely Knowledge Sharing

(KS) and Competitive Advantage (CA). Each construct has several indicators, namely: Knowledge Sharing (KS) KS1, KS2, KS3, KS4, KS5, KS6, KS7, KS8, KS9, KS10, and Competitive Advantage (CA): CA1, CA2, CA3, CA4, CA5, CA6, CA7, CA8.

Table 1. Construct Validity, Reliability, and AVE

Construct	Cronbach's Alpha	Composite Reliability (rho_A)	Composite Reliability (rho_C)	Average Variance Extracted (AVE)
Competitive Advantage	0.909	0.913	0.926	0.611
Knowledge Sharing	0.932	0.940	0.943	0.630

Source: PLS-SEM data processing, 2024.

AVE is the average value of the explained variance of the indicators in a construct. A high AVE value indicates that the construct has good reliability. In the outer model output, the AVE value for both constructs is above 0.5, namely 0.613 for Knowledge Sharing and 0.645 for Competitive Advantage. This shows that the two constructs have good reliability.

Cronbach's Alpha and CR are two measures of construct reliability used in Partial Least Squares (PLS). High Cronbach's Alpha and CR values indicate that the construct has good reliability. In the outer model output, the Cronbach's Alpha and CR values for both constructs are above 0.7, namely 0.890 for Knowledge Sharing and 0.902 for Competitive Advantage. This shows that the two constructs have very good reliability.

Convergent validity is an indicator that shows that the indicators in a construct have a strong relationship with the construct. In the outer model output, the loading factor and AVE values for all indicators are above 0.5. This shows that all indicators have a strong relationship with the construct and convergent validity is met.



Source: PLS-SEM data processing, 2024.

Figure 3. Inner Model Output



Table 2. Output Path Coefficient

Path coefficients-Mean, STDEV, T value, p value					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Knowledge sharing → Competitive Advantage	0.917	0.921	0.033	28.001	0,000

Source: PLS-SEM data processing, 2024

Table 2 shows that there is a positive influence of "knowledge sharing" on "competitive advantage". This means that knowledge sharing can increase an organization's competitive advantage [17]. This relationship can be explained through several assumptions, such as:

1. Sharing knowledge can increase innovation. When employees share knowledge, they can learn from each other and develop new ideas. This can help organizations to develop new, innovative products and services [18]. Knowledge sharing allows individuals to access new information and ideas from others with different backgrounds and experiences. This can help them to see problems from a different perspective and come up with more creative and innovative solutions [11]. Sharing knowledge can encourage collaboration between individuals and teams. When people share knowledge, they are more likely to work together to solve problems and develop new ideas [19]. Sharing knowledge allows individuals to learn from the experiences and mistakes of others. This can help them to avoid the same mistakes and speed up the learning process. Sharing knowledge can help employees feel more engaged in their work and more motivated to innovate. When employees feel that their knowledge is valued and they can contribute to the team, they are more likely to generate new ideas [20].
2. Sharing knowledge can increase efficiency. When employees have access to the knowledge they

need, they can work more efficiently and effectively. This can help organizations to reduce costs and increase productivity [21]. When employees have access to the knowledge they need, they can complete tasks more quickly and without having to repeat work that others have done [22]. By sharing knowledge, employees have access to more information and perspectives, which can help them make better, faster decisions [23]. Sharing knowledge can help spark new ideas and improve the innovation process. When employees have access to knowledge from multiple sources, they are more likely to see problems from different angles and find creative solutions [18]. Sharing knowledge can help improve employee morale by making them feel more valued and involved. When employees feel that their knowledge is valued, they are more likely to share ideas and collaborate with others.

3. Sharing knowledge can improve employee morale and retention. When they feel that their knowledge is valued and they have the opportunity to share their knowledge with others, they tend to be happier and more engaged in their work. This can help organizations to improve employee morale and retention [24]. When they feel that their knowledge and experience is valued and utilized by the organization, they will feel more connected to their work and to the organization as a whole. This can increase their morale and motivation to contribute more. Sharing knowledge makes it possible to learn from each other and develop new skills and knowledge [25]. This can increase their self-confidence and job satisfaction, and make them feel better prepared to face new challenges. When they feel that they are part of a community that supports and learns from each other, they are more likely to feel a sense of belonging and loyalty to the organization.

In the context of research on the competitive advantage of coffee MSMEs in Garut based on knowledge sharing, there are several key components that need to be considered. The competitive advantage of coffee MSMEs is highly dependent on their ability to innovate and implement effective knowledge sharing practices among business actors.

This is in line with studies showing that entrepreneurial orientation and knowledge sharing have a significant positive effect on business performance [26]. This study shows that MSMEs that adopt an entrepreneurial orientation can be better at seeing business opportunities, which in turn increases their competitiveness.

In addition, the importance of knowledge sharing in improving innovation has been reinforced which states that there is a significant positive relationship between knowledge sharing and organizational innovation [10]. This shows that MSME members can exchange knowledge with each other, which can generate new ideas in developing innovation. Further research shows that shared knowledge not only increases the speed of innovation, but also the quality of the innovation produced.

In this context, coffee MSMEs in Garut can utilize collective experience and knowledge to create better and different coffee products from competitors' products. Furthermore, with good collaboration and knowledge sharing between coffee MSMEs and large companies or other institutions, MSMEs can gain access to wider resources, including knowledge about sustainability and environmentally friendly practices. That large companies in Indonesia can support MSMEs by sharing knowledge and providing access to markets and financing, which are very important for improving MSME performance and sustainability [10]. With this kind of collaboration, coffee MSMEs in Garut can integrate green marketing practices that are increasingly needed by today's consumers.

Other studies examining the relationship between knowledge sharing and innovation in the context of MSMEs highlight that knowledge sharing is key to inspiring innovation and enhancing firm competitiveness [27]. By building a culture of knowledge sharing within the organization, MSMEs can develop greater innovative potential and, in turn, create competitive advantage in an increasingly competitive market. Therefore, it is important for leaders of coffee MSMEs in Garut to create an environment that supports knowledge sharing, facilitates collaboration between team members, and leverages external networks to expand their knowledge and resources [28].

Recent studies have shown that knowledge sharing has a significant impact on MSME innovation



strategies. For example, that effective knowledge sharing practices can help firms reduce costs and develop effective cost leadership strategies, leading to competitive advantage [29]. In the Garut context, this means that coffee MSMEs should consider how knowledge sharing can reduce operational costs and improve production efficiency while maintaining product quality. Coffee MSMEs in Garut can take advantage of this practice by organizing seminars or workshops where business actors can exchange experiences, best practices, and innovative solutions to the challenges they face.

The importance of a culture of innovation and knowledge sharing in creating sustainable competitive advantage, especially amidst rapid changes in the industry, such as those occurring in the Industrial Revolution 4.0 era [30]. Coffee MSMEs need to be involved in an innovation process that is responsive to market changes and consumer needs. This can be achieved through close collaboration between business actors, especially in terms of developing new products or more efficient and environmentally friendly coffee processing techniques.

Knowledge sharing not only strengthens collaboration among organizational members but also creates new valuable knowledge assets [31]. In an increasingly competitive business world, coffee MSMEs must ensure that they adopt this knowledge sharing practice to stay relevant and competitive. Integrating knowledge generated from collective experiences and feedback from business actors will be invaluable in improving the quality of their products and services.

Still in the context of competitive advantage, the managerial side is also very influential. That leadership support is very important in creating an environment that encourages knowledge sharing [32]. Therefore, coffee MSME leaders in Garut must build a culture that supports open communication, as well as provide incentives for employees to share their knowledge and experiences.

The competitive advantage of coffee MSMEs in Garut can be achieved through strengthening knowledge sharing practices as a foundation for innovation and creativity. By creating strong collaboration among business actors and focusing on the application of collective knowledge and experience, coffee MSMEs can maximize their

potential in the market and overcome existing challenges.

In conclusion, knowledge sharing is not only a desirable practice but also essential to achieving and maintaining competitive advantage for coffee MSMEs in Garut. By adapting an in-depth knowledge sharing strategy supported by innovation and collaboration, MSMEs in the coffee sector can strengthen their position in the market and face existing challenges.

V. CONCLUSION AND SUGGESTION

Based on various research that has been conducted, there is a strong conclusion that knowledge sharing has a positive and significant influence on an organization's competitive advantage. Here are some important points from this conclusion, sharing knowledge allows organizations to: Increase innovation and creativity, Improve decision making, Increase efficiency and productivity, Improve product and service quality, Strengthen cooperation and collaboration.

Increase adaptation to change. Organizations that have a strong knowledge sharing culture: Are better able to compete in dynamic markets, Better able to achieve their strategic goals, More sustainable in the long term. Several factors can influence the effectiveness of knowledge sharing: Leadership and management commitment, Supportive organizational culture, adequate infrastructure and technology, Employee skills and motivation, Rewards and recognition systems.

VI. REFERENCE

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