

## THEORY OF RESOURCE-BASED VIEW (RBV): INTEGRATED FRAMEWORK OF DISTINCTIVE CAPABILITY IN UNIVERSITY PERFORMANCE

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### Abstract

This research aims to examine the role of corporate strategy as a mediating influence between unique capabilities and environmental turbulence on the performance of Legal Entity Universities (*Perguruan Tinggi Negeri Berbadan Hukum* - PTNBH university). Corporate strategy is important in supporting unique capabilities and environmental volatility to achieve performance. The population of this study were leaders at the PTNBH University in Central Java. The sample collection technique uses purposive sampling, namely data collection, by considering the criteria: it is a state university with a legal entity, and it has been active in structural positions for at least 1 year. The number of samples was a total of 109 respondents. The results found that unique capabilities do not directly influence university performance but directly influence corporate strategy, and environmental turbulence directly influences corporate performance and strategy. The unique capabilities possessed by universities are good capital in the increasingly fierce competition because they can be used to develop higher education strategies. The results of indirect testing (mediation) show that corporate strategy plays a mediating role between unique capabilities and environmental turbulence on the performance of PTNBH University. Future researchers can combine or add other predictor variables to generalize this research.

**Keywords:** Unique Capabilities; Environmental Turbulence; Corporate Strategy; University Performance

**JEL Classification:** I23, M54, O15

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## INTRODUCTION

Higher education is one of the service organizations of higher education institutions that have the goal of achieving effective performance so that great potential is needed to answer challenges as well as a means to increase morale, increase productivity, and provide higher quality services to internal and external customers (Magutu et al., 2010). If consumers are satisfied it will improve company performance (Prananta et al., 2023). Performance evaluation has grown to be a significant issue for universities across the globe, the higher education system comprises a complex collection of entities, activities, and processes involving numerous university member participants (Martono et al., 2023). It also displays some systems of needs, priorities, and evaluation criteria. Universities are concerned about and taking into account significant changes associated with escalating competition, such as the existence of rival higher education institutions, an emphasis on continual improvement in university operations, and the requirement for cost management and productivity expectations. Aligning an organization's operations with its strategic goal requires an effective performance assessment framework with the appropriate choice of actions and methods for analyzing results (Asif & Searcy, 2014).

The State Higher Education Institution of Incorporated Legal Entity is a state university that the government founded with the status of an independent legal body. It can autonomously administer its own home following the objectives of the campus with full autonomy. Universities are expected to advance and innovate more swiftly. The State Higher Education Institution with legal entity status has more independence. As a result, The State Higher Education Institution of Incorporated Legal Entity may manage their home more independently. For instance, The State Higher Education Institution with The State Higher Education Institution of Incorporated Legal Entity status may start

a brand-new Study Program or terminate an existing one if it is deemed unnecessary. Like financial affairs, The State Higher Education Institution regulates staffing issues. Another advantage is the capacity to be transparent and to deliver pertinent information on time in compliance with the rules, laws, and reporting requirements that apply to stakeholders. Knowing the reality of the dominant interior patterns, or "culture," of organizations in general and higher education institutions in particular is crucial for putting strategic plans into action. In a nutshell, culture is the element that permeates an entire academic institution, permeates the organization's members, and is reflected in a wide range of behaviors, both ordinary and primarily operative and, in long-term situations. The system of beliefs, values, and methods of thinking and doing that predominate in a group or organizational unit is referred to as culture. In this case, it is particularly crucial to inquire about the emerging institutional cultures (Rejas, 2018).

The key to the existence of the university lies in higher education management's role in creating an efficient method of assessing entire organizational performance and combining it with business objectives to create a holistic evaluation model of university success. Higher education is a center for human resource development, and its contribution is expected to be beneficial to society, both internal and external, in the university community. However, this role has not been fully achieved for some tertiary institutions because it is constrained by the performance of tertiary institutions which is still not optimal and other complex problems (Brennan & Shah, 2000; Harvey & Williams, 2010). Unique capabilities are formed from routine university activities held for a long time, making it a skill that is hard to imitate (Dill & Beerkens 2010). Organizational performance is influenced by strategies formulated and implemented (Wheelen & Hunger, 2010). This research suspects that university performance those

who are not yet superior are thought to originate from the university's inadequate strategy optimal. A university's performance is said to be good if the college can carry out activities. *Tri Darma* is better than other universities. To measure the performance of a college high, university ranking achievements can describe the university's performance (Barney, 2015). Higher education is a center for human resource development, and its contribution is expected to benefit society, both internal and external, to the university. However, this role has not been fully achieved for some tertiary institutions because it is constrained by the performance of tertiary institutions which is still not optimal and other complex problems. The increasing demand for performance excellence is what motivates the identification of critical talents in HE (Cruickshank, 2014).

Unique skills or competencies are recommended as a crucial component of an organization's resources and competitive advantage in the literature on strategic management (Awang, 2010). Unique knowledge-driven and behavioral routines comprise the integrated set of talents and technology that make up a company's distinctive capabilities, contributing to competitive advantage (Singh et al., 2010). Competitive advantage is based on distinctive capabilities. Core competencies are skills that give a company an advantage over a rival in the market. A company's core competencies set it apart from competitors and reveal its character (Kotler & Keller, 2016). The "crown jewels of a company" are the jobs that a firm conducts particularly well in comparison to competitors and through which the company gradually adds distinctive value to its products or services. Through an organizational process of accumulation and learning how to use various resources and talents, core competencies develop through time (Kotler & Keller, 2016).

Apart from having unique capabilities, universities must anticipate environmental turbulence. Environmental Turbulence re-

fers to constant and substantial changes in the business environment competitive market environment such as consumer composition or preferences (Hartono & Sheng, 2015) or the intra-industry environment such as the intensity of inter-competition competitors, or broader contexts such as social, ecological and especially technological dynamics in recent decades (Yu et al., 2017). Literature in The environment-strategy-performance (ESP) framework suggests that innovation is one of them important strategy for companies to respond to Environmental Turbulence challenges (Zaefarian et al., 2017). Companies with higher innovation capabilities can better overcome these problems environmental dynamics and develop tailored or more effective solutions.

Thus, organizational strategy has an important role in that it is a series of processes to achieve the vision, mission, goals and objectives set by the organization by using existing resources effectively. Likewise, higher education strategy is the alignment of a series of unique and superior activities that are integrated with vision, mission and strategic targets to achieve superior and competitive performance. This research empirically tests corporate strategy's role as a mediating influence between unique capabilities and environmental turbulence on university performance through the theory of Resource Based View (RBV). This research can provide a new perspective because it involves the unique abilities possessed by universities, where these unique abilities cannot be printed but are born from habits that have been carried out for years as a work program. Hence, this research is very different from other research on a similar topic.

## LITERATURE REVIEW

### Resource Based View

Resource-Based View (RBV) theory is one of the main approaches in strategic management studies that focuses on the importance of internal resources for build-

ing sustainable competitive advantages for organizations. This theory emphasizes that a company's unique resources and capabilities can become the basis of competitive advantage if they are managed and developed properly. In RBV, resources include all assets, capabilities, organizational processes, attributes, information and knowledge owned by the company. These resources can be tangible, such as equipment and physical capital, or intangible, such as brand, reputation, and technical knowledge. Capability, on the other hand, refers to a company's ability to coordinate and use resources to achieve strategic goals. These capabilities are usually reflected in standardized routines and processes. Barney (1991) presents the main basis of the RBV by outlining how company resources can be a source of sustainable competitive advantage. McShane et al., (2007) expanded the RBV concept by introducing four main conditions necessary to achieve sustainable competitive advantage. Meanwhile, Grant (1991) explains the practical implications of the RBV for strategy formulation, providing guidance on how to identify and manage resources.

### **Unique Capabilities**

An organizational procedure, structure, or routine utilized by an organization to coordinate resources for effective utilization is what is meant by the concept of capability (Mihardjo & Alamsyah, 2020). The distinguishing capability in a digital transformation begins with leadership, people, and culture (Jacobi and Brenner, 2017). Unique Capabilities are capabilities that value explains that the organization is capable of doing something better than its competitors (Makadok & Walker, 2000). Capabilities that are valuable because of their uniqueness the organization is capable of processing existing resources and developing them into new resources (Helfat & Lieberman, 2002). This diversity of opinion needs to be scrutinized in order to obtain a formulation of unique capabi-

lities that is comprehensive and in accordance with the regulations in force in Indonesia. One of the references used is Law No. 12 of 2012 concerning higher education which explicitly distinguishes university activities from study program activities, stating that the core activities of study programs are teaching and learning activities. Meanwhile, university activities are activities outside of the teaching and learning process. Thus, university activities are links across study programs consisting of human resource, marketing, quality management, innovation, and information technology activities. The university's routine activities in the five activities are the source of the university's unique capabilities which include human resource capabilities, marketing capabilities, quality management capabilities, innovation capabilities and valuable information technology capabilities. rare, not easily imitated, and cannot be replaced with other resources (Harvey & Williams, 2010).

One study highlights the importance of self-esteem and motivation in fostering academic engagement, which directly contributes to students' academic success. This research emphasizes that self-esteem impacts emotional and behavioral engagement, while motivation greatly enhances academic involvement, leading to better performance. Promoting metacognitive strategies helps students plan, monitor, and self-regulate their learning, thus improving their academic outcomes (Acosta-Gonzaga, 2023).

Another study conducted during the COVID-19 pandemic demonstrated that digital capabilities and self-regulation played crucial roles in maintaining academic performance despite the shift to remote learning. Students with high levels of digital readiness and self-regulation skills managed to stay focused and engaged, showcasing how specific capabilities can buffer against disruptions and support sustained academic performance (Acosta-Gonzaga, 2023).

Furthermore, research into e-learning environments found that academic engagement is a strong predictor of academic achievement. The study noted that engagement is bolstered by the use of technology, which connects students with instructors and course content, thus facilitating better learning outcomes. The ability to effectively utilize digital technologies for educational purposes enhances students' learning experiences and performance (Islam et al., 2022). These studies collectively affirm that unique individual capabilities, including self-esteem, motivation, and digital readiness, significantly influence university performance by enhancing academic engagement and adapting to varied learning environments. Unique capabilities significantly influence corporate strategy by enabling firms to adapt to and thrive in dynamic environments. The concept of dynamic capabilities, which involves the development, integration, and reconfiguration of internal and external competences, plays a critical role in shaping corporate strategies to achieve sustained competitive advantage.

Research indicates that firms with robust dynamic capabilities are better positioned to sense and seize market opportunities, effectively aligning their strategies with changing environmental conditions. This strategic agility allows them to innovate continuously and maintain a competitive edge (Bari, Chimhundu & Chan, 2022). For instance, dynamic capabilities facilitate the creation of new products and services, which is essential for firms operating in rapidly evolving markets (Hughes & Morgan, 2007).

Moreover, the interplay between dynamic capabilities and corporate strategy is evident in international business contexts. Emerging market multinationals often rely on their unique capabilities to explore new markets and innovate their business models, thereby overcoming resource constraints and gaining competitive advantage in global markets (Hsu & Wang, 2012).

H1: Unique capabilities influence university performance.

H2: Unique capabilities influence corporate strategy.

### University Performance

A university's performance is said to be good if the college is able to carry out activities *Tri Dharma* is better than other universities. To measure the performance of a college high, university ranking achievements can describe the university's performance (Barney, 2015). Organizational performance is a measure of the success of organizational activities, so a method is needed to measure organizational performance. The practice of evaluating how well work is progressing toward predefined goals and objectives is called performance measurement. Organizations can identify various wastes and how to overcome them by measuring performance. Based on Law No. 12 of 2012 the main task of tertiary institutions is to carry out *tri dharma* activities of higher education, namely education and teaching activities, research activities and community service activities. In accordance with the university's function as a corporation, the *tri-dharma* activities of higher education are indicators of university performance. Organizational performance is said to be superior if it achieves above-the-average performance of all organizations that are in the same industry. The performance of a tertiary institution is called superior if it can achieve the best ranking compared to the rankings of other tertiary institutions.

### Environmental Turbulence

Environmental turbulence is a tendency for change that occurs in the higher education industry which is characterized by dynamic characteristics accompanied by increasing complexity of elements in the environment, characteristics of changes that are rapid and difficult to predict and characteristics of changes that give rise to uncertainty, thus giving rise to uncertainty (Harvey & Williams 2010). In connection



with higher education, a dynamic environment, a complex and uncertain environment are environmental characteristics that have the potential to trigger turbulence in the environment so that the ability of higher education institutions to face dynamic environments, complex environments and uncertain environments is the ability to face change and make changes as a beneficial opportunity for organizations by prioritizing reliable strategies as an effective approach to overcoming any environmental turmoil.

The presence of dynamism, uncertainty, and environmental complexity becomes a positive challenge and a stimulus for every resource response to produce a strategy as a solution to every problem and realization target for performance achievements, especially higher education performance.

Environmental turbulence significantly influences university performance by creating conditions that demand adaptability and resilience from institutions. Studies highlight that universities face various environmental pressures, such as policy changes, technological advancements, and economic fluctuations, which impact their ability to maintain high performance levels.

For instance, research conducted during the COVID-19 pandemic illustrated that factors like lighting, noise, and temperature in students' study environments directly affected their academic performance. This study emphasized that uncomfortable environmental conditions could hinder students' ability to focus and perform well academically, thus affecting overall university performance (Baez-Lopez et al., 2020). Moreover, an investigation into the impact of business environmental turbulence on innovation performance in firms also provides insights applicable to universities. It was found that turbulent environments necessitate innovative strategies and dynamic capabilities to maintain performance levels. This principle can be extended to universities, which must continuously adapt their strategies and

develop unique capabilities to thrive amidst environmental changes. Environmental turbulence significantly influences corporate strategy, prompting firms to adapt and respond to rapid changes in their external environment. This turbulence, characterized by unpredictable market, technological, and competitive dynamics, forces companies to develop strategic agility and innovate to maintain performance and competitiveness. However, firm innovativeness's positive impact on performance becomes more robust under high turbulence, suggesting that companies must adapt their strategies to thrive amidst rapid changes and uncertainties.

Similarly, research from Makadok & Walker, (2000) discusses how environmental dynamism affects strategic change within firms. The study suggests that top management teams must navigate demographic faultiness and environmental dynamism to implement effective strategic changes, indicating the critical role of leadership in turbulent environments (Iqbal, Q & Piwovar-Sulej, 2022).

H3: Environmental turbulence influences university performance.

H4: Environmental turbulence influences corporate strategy.

### **Corporate Strategy**

Corporate strategy is a comprehensive plan for how the company will achieve its mission and goals. It means responding – continuously and adaptively – to external opportunities and threats as well as internal strengths and weaknesses that may affect the organization (Wheelen & Hunger, 2010). The advantages of implementing related strategies in one corporation are: the occurrence of horizontal linkages is possible corporations create synergies across business units through sharing activities and resource-sharing activities (Martin & Eisenhardt, 2010). It implies that corporate performance, in this case university performance, is influenced by strategy (Harvey & Williams 2010).

In the context of universities or universities, it is explained that corporate strategy is a series of processes that create various unique strategies (approaches) consisting of growth, stability, and savings strategies; these three strategies are useful in supporting performance achievement both at the study program level, across study programs and at the university performance level. namely by prioritizing growth strategies such as service/academic quality, development of new marketable programs, expansion to the international level. Furthermore, university stability strategies include reputation/academic achievement and professionalism, while strengthening savings strategies carried out by universities such as aligning activities with procedures, accuracy, based on effectiveness and efficiency. So it can be emphasized that a unique and reliable corporate strategy that is prepared effectively can lead to performance achievements. This is in line with previous research results, which show that strategy directly influences the performance of PTNBH universities (Harvey & Williams, 2010).

Regarding university performance, it is said to be good if the university is able to carry out *Tri Darma* activities better than other universities (Barney & Wright, 2011). The overall performance of universities in Indonesia, both for PTNBH and non-PTNBH, is based on regulations issued by the government, so the performance of universities and study programs refers to 8 main performance indices, including the absorption of graduates into the world of work, students doing activities outside campus, Teaching practitioners on campus, lecturers' work results are beneficial to society, world partner collaboration, collaborative and participatory classes and international standard study programs.

H5: Corporate strategy influences university performance.

H6: Unique capabilities influence university performance, which corporate strategy mediates.

H7: Environmental turbulence influences university performance, which corporate strategy mediates.

The conceptual framework can be shown in Figure 1.

## RESEARCH METHODS

### Sample and Data Collection

All variables of this study use the theory of Resource Based View (RBV) grants, which reduce the performance of competitive advantage supported by utilizing organizational resources such as capabilities, environment and strategy as the approach, so this research is included in quantitative research. In this study, the type of data needed is primary data, which is data obtained from the first source, such as the results of interviews or the results of filling out questionnaires. A questionnaire that was created using the variables under study as indicators was utilized as the data collection method. Both in-person and online surveys were distributed using Google Forms. The population of this research is all leaders of universities with legal entities within the scope of state universities in Central Java. The sample collection technique uses purposive sampling, namely data collection, by considering criteria such as it is a state university with a legal entity. Respondents have been active in structural positions for at least one year because the measurement of employee performance targets is in accordance with ministry regulations, namely from January to December, resulting in a total of 109 respondents (Hair et al., 2010). The respondents were chosen because they had to be leaders or have structural positions, at the very least, they had to be the program's director or both. The data is tabulated and then analyzed to obtain a comprehensive picture of the relationship and the significance of the influence between the variables using Smart PLS 3.

## Research Variables

This study consists of three variables: unique capabilities and university performance. Measurement of research variables. Measurement of instrument items for each variable uses a Likert scale of 1-5 points. The unique capability variable is measured by marketing capability, HR capability, quality management capability, and innovation capability (Awang, 2010). Likewise, university performance is measured by graduates get decent jobs, students gain experience off-campus, lecturers engage in activities off-campus, practitioners teach on-campus, results lecturer work is used by the community or gets international recognition, study programs in collaboration with world-class partners, collaborative and participatory classes, study programs with international standards.

## RESULT AND DISCUSSION

### Analysis Full Model

Normality tests are statistical tests used to determine whether a dataset is well-modeled by a normal distribution. These tests are crucial in many statistical analyses since the validity of various statistical tests (e.g., t-tests, ANOVAs, regression analysis) often relies on the assumption of normality. Some common normality tests include the Shapiro-Wilk test, the Kolmogorov-Smirnov test, the Anderson-Darling test, and the Lilliefors test. For example, the Shapiro-Wilk test calculates a W statistic that tests the null hypothesis that the data is normally distributed. If the p-value associated with this statistic is less than the chosen significance level (e.g., 0.05), the null hypothesis is rejected, indicating that the data does not follow a normal distribution. Additionally, graphical methods like Q-Q plots can visually assess normality, where data points are plotted against a theoretical normal distribution. Deviations from the diagonal line in a Q-Q plot suggest departures from normality. These concepts descriptive statistics, common method bias tests, and

normality tests are fundamental in ensuring the accuracy and reliability of statistical analysis in research. They help in understanding the data, identifying potential biases, and confirming the assumptions required for valid statistical inference. Based on the application's structural equation modeling test of the Full model. The analysis testing model findings utilizing the Smart PLS Version 3.3.2 application are displayed in the Figure 2.

### Validity and Reliability Test

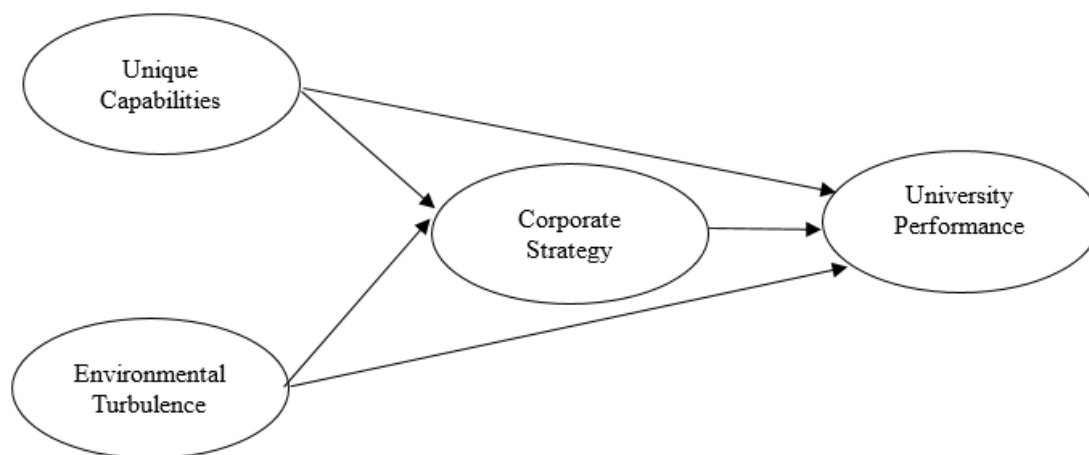
Following the collection of questionnaires from respondents, a new validity test was run using the data gathered. Validity demonstrates how well and accurately a measuring tool performs its intended measurement task. Examining the relationship between the results of each questionnaire item and the final score you wish to record allows you to conduct a validity test. Based on Table 1, it can see the value for each indicator or outer loading has a value of  $> 0.5$ , so that all indicators can be said to be valid because they meet the validity requirements converge and can be carried out further analysis.

The reliability test is used in the meantime to evaluate the consistency of the measurement tool and if it can be trusted for future use. The independent variables and dependent variables are all genuine, as the Table 2 demonstrates that all statement items have a value  $> 0.700$ . It is also possible to conclude that the questionnaire employed in this study is reliable because all of the items used to measure the variables are reliable.

### Coefficient Determination

The multiple correlation coefficient ( $R^2$ ) measures the strength of the relationship between variables. Table 3 presents  $R^2$  findings, indicating that 98.2% of university performance can be attributed to unique capabilities, environmental turbulence, and corporate strategy.





**Figure 1.** Conceptual Framework

**Hypothesis test**

The hypothesis testing in this study shown in the Table 4 to direct effect and Table 5 to indirect effect. Based on the direct test results, the calculated statistical T value for the unique capability variable is  $0.557 < 1.96$ , and the p-value is  $0.578 > 0.05$ , so hypothesis one (H1), which states that unique capabilities directly influence university performance, is rejected. Based on the results of the direct test, it can be obtained that the statistical T-value for calculating unique capabilities is  $2.102 > 1.96$  and the p-value is  $0.036 < 0.05$ , so hypothesis two (H2) which states that unique capabilities directly influence corporate strategy is accepted. Based on the direct test results, it can be obtained that the T-statistical value for calculating environmental turbulence is  $2.465 > 1.96$  and the p-value is  $0.04 < 0.05$ , so hypothesis three (H3) which states that environmental turbulence directly influences university performance is accepted. Based on the direct test results, it can be obtained that the calculated statistical T-value for environmental turbulence is  $7.178 > 1.96$  and the p value is  $0.000 < 0.05$ , so hypothesis four (H4) which states that environmental turbulence directly influences corporate strategy is accepted. Likewise, for the corporate strategy variable, the calculated statistical T-value is  $2,600 > 1.96$  with a sig p value of  $0.000 <$

$0.05$ , so hypothesis five (H5) which states that corporate strategy has a direct influence on university performance is accepted.

Indirect testing shows that the sixth hypothesis (H6) which states that corporate strategy mediates the influence of unique capabilities on performance is proven to be accepted. The mediating role of this research is proven to be fully mediating where the direct influence of unique capabilities on performance is proven not to be supported. Indirect testing shows that the seventh hypothesis (H7) which states that corporate strategy mediates the influence of environmental turbulence on performance is proven to be accepted. The mediating role of this research is proven to partially mediate where the direct influence of environmental turbulence on performance is proven to be supported.

**Discussion**

Based on the direct test results, the calculated statistical T value for the unique capability variable is  $0.557 < 1.96$ , and the p-value is  $0.578 > 0.05$ , so hypothesis one (H1), which states that unique capabilities directly influence university performance, is rejected. The rejection of this hypothesis explains that the unique capabilities of PTNBH universities, which can be seen in the capabilities of marketing programs for certain study programs, are not optimal in

contributing to higher education, while the marketing capabilities of universities as the spearhead of PTNBH produce attractive profits and reputations, as well as ways of capturing interest. Or attracting community interest in various ways, such as promoting superior curricula, promoting innovative learning methods, and promoting international classes, have not been carried out optimally so achieving the performance target of selecting prospective students for new study programs and classes has not met expectations. These results do not support the opinion J. B. Barney & Wright, (2011) that if corporate performance is influenced by effective strategies such as the availability of unique resource capabilities, it can lead to performance achievements.

Based on the results of the direct test, it can be obtained that the statistical T value for calculating unique capabilities is  $2.102 > 1.96$  and the p value is  $0.036 < 0.05$ , so hypothesis two (H2) which states that unique capabilities directly influence corporate strategy is accepted.

**Table 2.** Reliability Test

Variable	Cronbach's Alpha	Composite Reliability
Corporate Strategy	0.986	0.988
Environmental Turbulence	0.979	0.982
University Performance	0.989	0.990
Unique Capabilities	0.983	0.985

**Table 3.** Coefficient Determination

Variable	R Square
Corporate Strategy	0.986
University Performance	0.982

**Table 1.** Validity Test

Variable	Code	Loading
Corporate Strategy	CS1	0.950
	CS2	0.970
	CS3	0.970
	CS4	0.937
	CS5	0.947
	CS6	0.942
	CS7	0.882
	CS8	0.881
	CS9	0.874
	CS10	0.971
	CS11	0.977
Environmental Turbulence	ET1	0.868
	ET2	0.886
	ET3	0.891
	ET4	0.883
	ET5	0.947
	ET6	0.947
	ET7	0.963
	ET8	0.942
	ET9	0.949
	ET10	0.912
Unique Capabilities	UC1	0.911
	UC2	0.870
	UC3	0.936
	UC4	0.879
	UC5	0.868
	UC6	0.894
	UC7	0.869
	UC8	0.893
	UC9	0.903
	UC10	0.887
	UC11	0.884
	UC12	0.852
	UC13	0.878
	UC14	0.885
	UC15	0.911
	UC16	0.892
	UC17	0.901
University Performance	UP1	0.867
	UP2	0.888
	UP3	0.834
	UP4	0.873
	UP5	0.858
	UP6	0.877
	UP7	0.881
	UP8	0.857
	UP9	0.848
	UP10	0.867
	UP11	0.942
	UP12	0.966
	UP13	0.949
	UP14	0.908
	UP15	0.939
	UP16	0.925
	UP17	0.920
UP18	0.898	
UP19	0.932	
UP20	0.864	
UP21	0.944	
UP22	0.884	
UP23	0.901	
UP24	0.875	

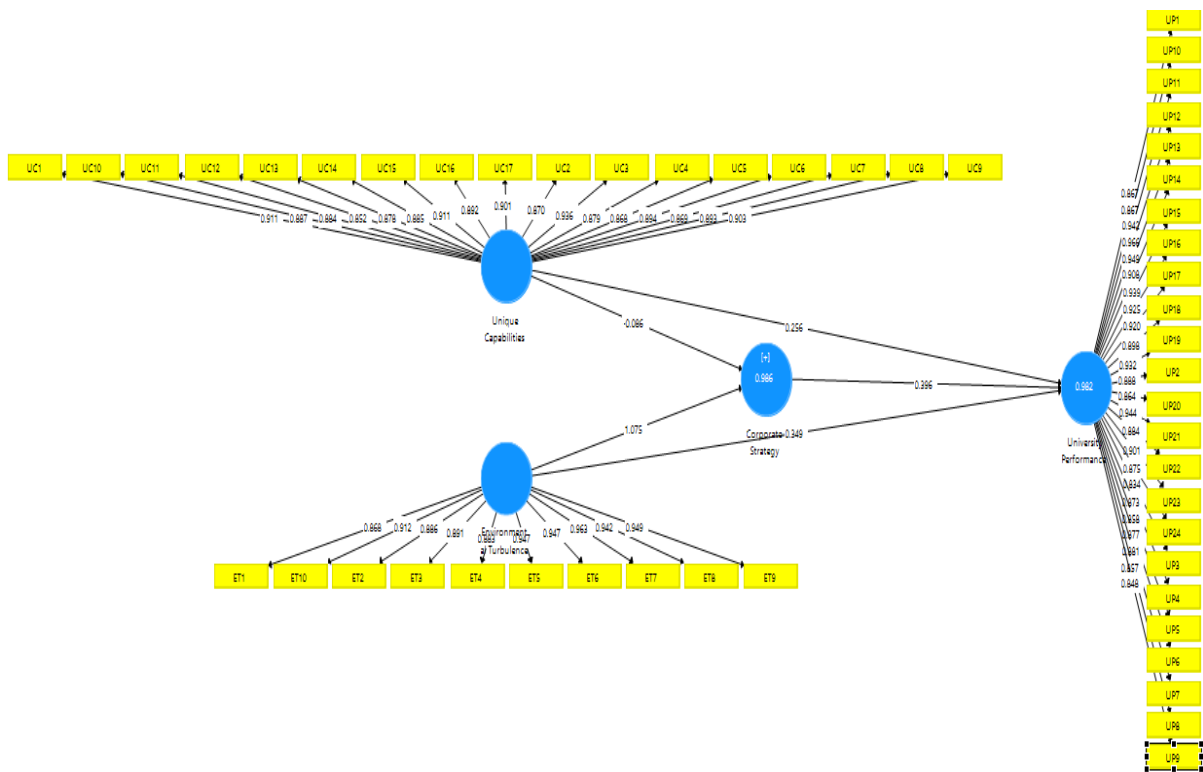
**Table 4.** Hypothesis Test (Direct Effect)

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Explanation
Uniq Cap → Univ. Perf	-0.086	-0.003	0.154	0.557	0.578	Rejected
Uniq Cap → Corp Stra	0.256	0.334	0.122	2.102	0.036	Accepted
EnvTurb → Univ. Perf	0.349	0.293	0.142	2.465	0.014	Accepted
EnvTurb → Corp Stra	1.075	0.992	0.150	7.178	0.000	Accepted
Corp Stra → Univ. Perf	0.396	0.374	0.152	2.600	0.010	Accepted

**Note:** Uniq Cap: Unique Capabilities; Univ. Perf: University Performance; Env Turb: Enviromental Turbulance; Corp Stra: Corporate Strategy

**Table 5.** Hypothesis Test (Indirect Effect)

Effect	Original Sample (O)	T Statistics (O/STDEV)	P Values	Explanation
Uniq Cap → Corp Stra → Univ. Perf	0.163	2.115	0.035	Accepted
EnvTurb → Corp Stra → Univ. Perf	0.146	2.001	0.046	Accepted



**Figure 2.** SEM Full Model

These results show that the unique capabilities and potential of its resources, supported by effective potential management, can lead to the development of a unique and superior corporate strategy for PTNBH University, such as increasing the number of study programs with superior

and international accreditation, developing new study programs, and appropriate curricula. With the needs and desires of the labor market, innovative learning methods, the presence of teaching practitioners on campus adding to the competency value of graduates, increasing cooperation partners

both nationally and internationally. These results are in line with previous research which implies that the unique capabilities of effectively managed resources lead to the development of corporate/university strategies (Harvey and William, 2010). The higher the unique abilities a university possesses, the better the university will be in formulating strategy in the hope that this will become good capital in the increasingly fierce competition.

Based on the direct test results, it can be obtained that the T statistical value for calculating environmental turbulence is  $2.465 > 1.96$  and the p value is  $0.04 < 0.05$ , so hypothesis three (H3) which states that environmental turbulence directly influences university performance is accepted. These results show that the three PTNBH universities have been able to overcome and deal with turbulence in the environment by trying to build various attitudes and mental resources, such as a positive attitude in adapting to a dynamic environment related to adapting to the use of technology, policies, methods (approaches), and introspective in an increasingly complex environment where resources are willing to accept practice and learning to continue developing themselves. And be ready to face uncertainty by thinking logically, creativity and innovation in finding and accepting new ways to complete every job. This research results align with previous research proving that environmental turbulence influences company performance (Hartono & Sheng, 2015; Zaefarian et al., 2017).

Based on the direct test results, it can be obtained that the calculated statistical T value for environmental turbulence is  $7.178 > 1.96$  and the p value is  $0.000 < 0.05$ , so hypothesis four (H4) which states that environmental turbulence directly influences corporate strategy is accepted. This means that the three PTNBH universities are able to respond positively to every environmental turmoil that arises, such as environmental dynamism which leads to rapid changes occurring in various

sectors such as the dynamism of technology & information, the dynamism of implementing education management policies, the dynamism of educational quality and the dynamism of the competence, expertise and skills of educational human resources. The emerging environmental complexity is followed by problems within the scope of education and environmental uncertainty, which impact the preparation and realization of future activity programs. In this way, the environmental turmoil becomes a driving force and tool for the PTNBH university academic community to overcome any turmoil. These results support previous research which implies that the emerging environmental turmoil is an effective and positive stimulus that encourages PTNBH university members to develop and create strategies as an effort to resolve relevant problems (Yu et al., 2017).

Likewise, for the corporate strategy variable, the calculated statistical T value is  $2,600 > 1.96$  with a sig p value of  $0.000 < 0.05$ , so hypothesis five (H5) which states that corporate strategy has a direct influence on university performance is accepted. This means that the three PTNBH universities have realized corporate strategies to support performance improvement by implementing efficiency (savings) strategies by preparing budget plans to support activities each year, carrying out all work programs according to established procedures, and prioritizing efficiency and effectiveness. Apart from that, the growth strategy is a top priority in the world of education which is still being implemented by the three PTNBHs, including maintaining academic and service quality, quality of human resource competency and quality of graduates so that the absorption of graduates in the world of work continues to increase. Likewise, PTNBH has implemented stability strategies such as efforts to improve academic reputation, maintain and improve academic achievement and increase professionalism values on an ongoing basis. The results of this research support the RBV concept in

the research of Wheelen & Hunger, (2010), implying that the superiority of organizational strategic resources and competitive advantage direct companies in achieving performance.

Indirect testing shows that the sixth hypothesis which states that corporate strategy mediates the influence of unique capabilities on performance is proven to be accepted. The mediating role of this research is proven to be fully mediating where the direct influence of unique capabilities on performance is proven not to be supported. This means that unique capabilities can contribute to performance if they have to go through corporate (organizational) strategy first. So the corporate strategy is proven to mediate fully (Full Mediation).

Indirect testing shows that the seventh hypothesis which states that corporate strategy mediates the influence of environmental turbulence on performance is proven to be accepted. The mediating role of this research is proven to partially mediate where the direct influence of environmental turbulence on performance is proven to be supported. This means that environmental turbulence which is increasingly rapidly hitting will provide performance achievements even though it does not have to go through corporate (organizational) strategy first. So, corporate strategy has been proven to mediate partially.

## CONCLUSION AND RECOMMENDATION

This research concludes that the unique capabilities of PTNBH universities cannot support achieving university performance but can build corporate strategies. Resource-Based View (RBV) theory has significantly influenced the strategies and operations of firms, including state-owned enterprises (SOEs) like PTNBH (*Perguruan Tinggi Negeri Berbadan Hukum*) in Indonesia. According to RBV, a firm's competitive advantage and long-term success stem from its unique and valuable

resources and capabilities. For PTNBH, this means focusing on developing and leveraging its distinct resources such as natural resources, infrastructure, and human capital. By aligning its strategies with RBV principles, PTNBH can identify and exploit its core competencies, thus enhancing its competitiveness in domestic and international markets. Moreover, RBV emphasizes the importance of continuous innovation and investment in upgrading capabilities, which can enable PTNBH to adapt to dynamic market conditions and sustain its growth amidst industry challenges and global economic shifts. Overall, embracing RBV theory can empower PTNBH to capitalize on its inherent strengths and position itself as a key player in Indonesia's economic development trajectory.

This means that the uniqueness of the organization's resource capabilities cannot optimally produce university performance but provides stimulation or motivation for the university community to produce corporate strategy as an approach. It is proven that environmental turbulence influences corporate performance and strategy, meaning that environmental turbulence that comes (such as dynamism, complexity and uncertainty) impacts achieving university performance and becomes a driver of university resources in developing corporate strategy as an approach. PTNBH universities must be able to overcome and deal with environmental turmoil by trying to build various attitudes and mental resources, such as a positive attitude in adapting to a dynamic environment related to adapting the use of technology, policies, methods and introspective in an increasingly complex. Likewise, corporate (university) strategy influences performance, this means that a unique (reliable) strategy leads to performance achievement. PTNBH universities must be able to realize corporate strategies to support increased performance by implementing efficiency (savings) strategies by preparing budget plans to support acti-



vities each year, carrying out all work programs according to established procedures, and prioritizing efficiency and effectiveness. This research also finds the role of corporate strategy in mediating the relationship between unique capabilities and environmental turbulence on PTNBH university performance.

Rejection of one of the partial hypotheses is a limitation of this research, where the unique capabilities, especially marketing capability indicators, need to be optimized again because despite the status of this university, the state still continues to explore marketing capabilities in terms of promotional activities, considering the status of the PTNBH university which is no longer fully subsidized by the government. In fact, there are other demands, such as income generation, so you should optimize the use of existing resources.

With marketing exploration capabilities, you can utilize various electronic and non-electronic social media so that the wider community knows the novelty and superiority of this university by promoting new study programs and output programs, curriculum excellence, and international classes before new student selection and implementing methods. Innovative learning so that IKU1 graduate absorption targets can be met. Regarding the university's human resource capabilities, especially in increasing the number of publications by lecturers, leaders should continue to provide stimulation by giving financial and non-financial rewards to motivate researchers.

Based on the R-Square value, it shows that the variance in the dependent variable (in this case, PTNBH university performance) is explained by the independent variables included in the model. In other words, the model does not account for much of the variability in PTNBH university performance, suggesting that there may be other factors at play that are not accounted for in the current analysis.

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