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THE IMPACT OF DYNAMIC CAPABILITY AND KNOWLEDGE SHARING OF CONSUMER PERCEPTION ON BUSINESS PERFORMANCE IN INDONESIAN INDUSTRY: A CASE STUDY OF ICED TEA DRINKS

Abstrak

Penelitian ini bertujuan untuk menganalisis dampak kapabilitas dinamis dan berbagi pengetahuan terhadap persepsi konsumen dan kinerja bisnis dalam industri minuman es teh di Indonesia. Dengan menggunakan pendekatan studi kasus pada perusahaan es teh terkemuka, penelitian ini menyoroti pentingnya kemampuan perusahaan untuk beradaptasi dengan tren pasar yang berubah, seperti permintaan akan produk yang lebih sehat dan ramah lingkungan. Penelitian ini juga menekankan peran berbagi pengetahuan dalam membangun hubungan konsumen yang lebih kuat melalui transparansi tentang manfaat produk dan proses produksi berkelanjutan. Temuan menunjukkan bahwa kapabilitas dinamis secara signifikan memengaruhi kinerja bisnis, sementara berbagi pengetahuan tidak memiliki efek langsung yang signifikan. Namun, berbagi pengetahuan meningkatkan kapabilitas dinamis perusahaan, yang secara kolektif meningkatkan daya saing dan keberhasilan bisnis. Penelitian ini memberikan wawasan strategis bagi pelaku industri dalam mendorong inovasi, meningkatkan loyalitas merek, dan mempromosikan keberlanjutan.

Kata Kunci: Berbagi Pengetahuan, Kapabilitas Dinamis, Kinerja Bisnis

Abstract

This study aims to analyze the impact of dynamic capabilities and knowledge sharing on consumer perception and business performance in the iced tea beverage industry in Indonesia. Using a case study approach on leading iced tea companies, this research highlights the importance of a company's ability to adapt to changing market trends, such as the demand for healthier and environmentally friendly products. The study also emphasizes the role of knowledge sharing in building stronger consumer relationships through transparency about product benefits and sustainable production processes. The findings reveal that dynamic capabilities significantly influence business performance, while knowledge sharing does not have a direct significant effect. However, knowledge sharing enhances a company's dynamic capabilities, which collectively improve competitiveness and business success. This research provides strategic insights for industry players in fostering innovation, increasing brand loyalty, and promoting sustainability.

Keywords: Knowledge Sharing, Dynamic Capability, Business Performance

INTRODUCTION

(Utami, 2020) The beverage industry in Indonesia, especially in the ready-to-eat beverage category such as iced tea, has grown rapidly in recent years. Changes in consumption patterns influenced by lifestyle changes, as well as increasing awareness of the importance of consuming practical and nutritious products, have triggered significant growth in the sector. According to data from the Indonesian Retail Entrepreneurs Association (APRINDO), the packaged beverage

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sector shows a steady growth rate every year, with ready-to-drink iced tea sales being one of the most in-demand categories among Indonesian consumers (Aprindo, 2022).

In the midst of increasingly fierce competition, companies in this industry must rely more than just on product innovation. They also need to optimize two important aspects that have a significant impact on business performance: dynamic capabilities and knowledge sharing with consumers. Dynamic capabilities (dynamic capabilities) refers to the ability of companies to respond flexibly to market changes, as well as to create and implement innovations (Teece, 2019). This dynamic capability allows companies to stay relevant and adapt quickly to changing consumer trends, such as healthy or eco-friendly beverage trends.(Martínez, 2023)

Moreover Knowledge Sharing(Chen, 2020) or knowledge sharing has become an important strategy in building stronger relationships between companies and consumers. Knowledge shared by companies regarding the benefits of products, raw materials used, and sustainable production processes can strengthen consumer loyalty and improve their perception of the brand. Research by shows that companies that actively share transparent and educational information can build stronger relationships with consumers, which in turn influences their purchasing decisions and loyalty.

(Nugroho, 2022)Consumers' perception of a brand and product is greatly influenced by how well they understand the value provided by the company. For example, in the context of iced tea drinks, consumers who feel educated about the health benefits or sustainability of products will be more likely to choose certain brands, especially in markets that are increasingly sensitive to environmental and health issues. This is increasingly important with the development of social media, which facilitates direct interaction between companies and consumers as well as the rapid and widespread dissemination of information (Wijayanto, 2021).

Based on these developments, this study aims to explore the impact of the company's dynamic capabilities and share knowledge on consumer perception and business performance in the iced tea beverage industry in Indonesia. This study uses case studies of leading iced tea beverage companies in Indonesia, with the aim of understanding how these two factors can improve business performance in a highly competitive market. It is hoped that the findings of this study can provide useful insights for entrepreneurs and managers in formulating more effective strategies to strengthen relationships with consumers, increase brand loyalty, and encourage innovation and sustainability in their businesses.

As the increasing use of digital platforms in knowledge sharing, as well as the emergence of consumerism trends that are more oriented towards sustainability and health, a deeper understanding of the relationship between Dynamic capabilities, Knowledge Sharingand Consumer Perception become very relevant. Therefore, this research is not only relevant in the context of managerial theory, but also makes a practical contribution to the development of business strategies in the growing Indonesian beverage industry.(Suryana, 2023)

PREVIOUS RESEARCH

1. Dynamic Capabilities in the Beverage Industry

Dynamic capabilities are one of the important theories in understanding how companies can adapt and innovate to face rapid market changes. (Teece, 2019) develops this theory by emphasizing that companies need to have the ability to identify opportunities and threats and respond quickly through innovation and strategy adjustment. Several recent studies have applied this concept in the beverage industry.

For example, in their study of the beverage industry in Spain it was shown that dynamic capabilities allow companies to introduce new products in accordance with changing consumer trends. In the Indonesian context, research by shows that ready-to-eat beverage companies, including iced tea, that have good dynamic capabilities can respond to consumer demand for healthier and environmentally friendly products, and can adapt more efficient digital-based marketing strategies.(Martínez, 2023)(Suryana, 2023)

The research also found that beverage companies in Indonesia that have better dynamic capabilities can optimize technology to improve production and distribution efficiency, ultimately contributing to improved business performance.(Lestari, 2021).

2. Knowledge Sharing and Business Performance

Sharing knowledge between companies and consumers is one of the factors that can strengthen relationships and increase consumer loyalty, which has an impact on business performance. Their study on the relationship between knowledge sharing and consumer loyalty shows that companies that are transparent in providing information about products and production processes tend to get higher levels of satisfaction from consumers, which ultimately leads to increased sales and brand loyalty.(Chen, 2020)

In Indonesia, research by revealed that sharing knowledge about sustainability aspects and health benefits of products in the beverage industry affects consumer perceptions of brands. In the context of iced tea, consumers who are given clear information about natural raw materials and environmentally friendly manufacturing methods show higher loyalty to the brand.(Nugroho, 2022)

In addition, (Wijayanto, 2021) in their research on the beverage industry in Indonesia, emphasized that the use of social media to share knowledge about products, including the health benefits of iced tea, helps companies to reach a wider audience and strengthen relationships with consumers. Knowledge shared openly increases consumer trust and improves their perception of the brand.

3. Consumer Perception of Products and Business Performance

Consumer perception plays an important role in determining the success of a product in the market. found that consumer perception of product and company quality is closely related to purchasing decisions and customer satisfaction. In the beverage industry, research by states that Indonesian consumers tend to prefer products that not only have good taste quality, but also consider the health and sustainability aspects of the product.(Lestari K. d., 2020)(Nugroho, 2022)

Further research shows that consumer perception of the health value of iced tea products, such as the content of green tea or other natural ingredients, can increase preference and loyalty to brands. Therefore, a transparent and educational knowledge-sharing strategy can help companies build a positive perception among consumers.(Utami, 2020)

4. Business Performance in the Iced Tea Beverage Industry

Business performance in the iced tea beverage sector is greatly influenced by a number of factors, including product innovation, marketing, and the ability to respond to market dynamics. found that companies that are successful in facing competition in the Indonesian market are those who can combine dynamic capabilities with effective knowledge sharing strategies. By adapting their products to consumer preferences that increasingly lead to healthy and naturally sourced beverages, companies can increase sales and improve their business performance.(Suryana, 2023)

In the context of the beverage industry in Indonesia, it shows that the company's business performance can be improved through the adoption of digital technology in marketing and distribution, as well as by increasing direct interaction with consumers through social media platforms. This allows companies to listen to consumer feedback in real-time and respond to it quickly, improving consumer satisfaction and, in turn, business performance.(Prasetyo, 2021)

5. The Influence of Social Media on Consumer Perception

Social media is increasingly becoming an important platform for sharing information and building consumer perception. (Wijayanto, 2021) states that companies that use social media effectively to share knowledge about their products—for example, providing education about the health benefits of iced tea—can increase consumer confidence. This research shows that companies that are active on social media tend to have better relationships with consumers and are able to improve consumer perceptions of the quality and sustainability of their products.

From the studies that have been discussed, it can be concluded that the dynamic ability of companies, knowledge sharing, and consumer perception have a significant influence on business performance in the iced tea beverage industry, especially in Indonesia. The ability to adapt to changing market trends, such as the demand for healthy and environmentally friendly products, as well as the use of social media for transparent knowledge sharing, are key factors in improving the company's competitiveness and performance.

However, more research is still needed to dig deeper into how these two factors (dynamic capabilities and knowledge sharing) specifically affect consumer perceptions and business performance in the Indonesian iced tea beverage industry, especially considering local aspects and Indonesian consumer culture.

METHOD

This study employs a quantitative approach with a case study method to analyze the impact of dynamic capabilities and knowledge sharing on consumer perception and business performance in Indonesia's iced tea beverage industry. Data were collected through a structured questionnaire comprising 18 items designed to measure three main variables: dynamic capabilities, knowledge sharing, and business performance. The respondents included management, marketing staff, and consumers of leading iced tea companies in Indonesia.

The collected data were analyzed using SmartPLS 3 software with the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach. This method was chosen for its ability to handle small sample sizes, non-normal data distribution, and complex research models. The analysis involved two primary stages: the outer model analysis and the inner model analysis. The outer model analysis assessed convergent validity, discriminant validity, and composite reliability to ensure data quality. Meanwhile, the inner model analysis examined the coefficient of determination (R Square), predictive relevance (Q Square), and hypothesis testing through the bootstrapping method.

RESULT AND DISCUSSION

The data analysis in this study uses SmartPLS 3 software, which is suitable for the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach. This approach was chosen because it is able to handle data with small samples, abnormal data distribution, and complex research models. The following are the results of the research data:

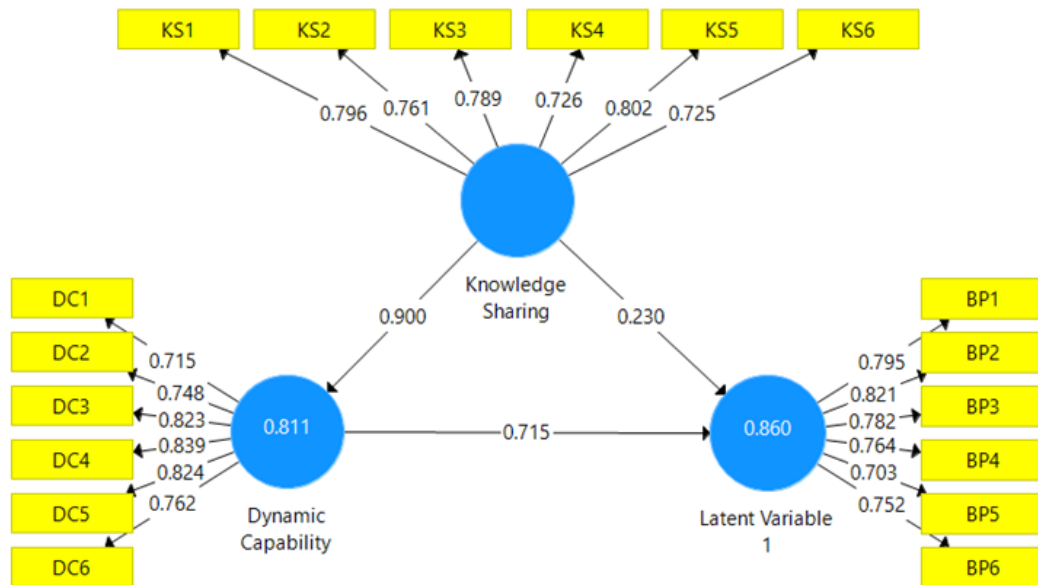


Figure 1. Results of Phase 1 Data Processing

Outer Model

a. Convergent Validity

The following are the results of processing perstms data based on 3 variables with 18 questions:

Outer Loadings

Matrix

	BP	DC	KS
BP1	0.795		
BP2	0.821		
BP3	0.782		
BP4	0.764		
BP5	0.703		
BP6	0.752		
DC1		0.715	
DC2		0.748	
DC3		0.823	
DC4		0.839	
DC5		0.824	
DC6		0.762	
KS1			0.796
KS2			0.761
KS3			0.789
KS4			0.726
KS5			0.802
KS6			0.725

Figure 2. Outer Loading's table

Based on the results of the data encoding shown in the Outer Loading's table, it shows that all constructs (BP, DC, and KS) have good validity. Each item in the construct contributes significantly to measuring the desired aspects. With its high outer loading value, we can conclude that these constructs can be relied upon for use in further analysis, as well as in the development of theory and practice in relevant fields.'

b. Discriminant Validity

Discriminant validity assessment is a prerequisite in ensuring that the measurement model used in the study has integrity. By ensuring that the constructs measured are unique and distinguishable, researchers can increase the validity of research results and make a more meaningful contribution to theory and practice in relevant fields. To test the discriminant validity, it can be done by checking Cross Loading, which is the correlation coefficient of the indicator to the associative construct (crossloading) compared to the correlation coefficient with other constructs (cross loading).

Discriminant Validity

Fornell-Larcker Criterion Cross Loadings Hete

	BP	DC	KS
BP	0.770		
DC	0.922	0.786	
KS	0.874	0.900	0.767

Figure 3. Fornell-Larcker Criterion Discriminant Validity

From the results of the table above, it shows that the values show that each variable has a higher value compared to the root of the variance described by the other constructs or greater

than the loading crosss. Thus, it can be concluded that each construct has good discriminatory validity.

c. Composite Reliability

The next test is a construction relationality test which is measured by Composite Reliability (CR). Composite Reliability is a better measure for assessing the reliability of a construct compared to Cronbach's Alpha. A > value of 0.7 indicates good reliability.

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extract
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
DC	0.876	0.879	0.907	0.619
BP	0.863	0.871	0.897	0.594
KS	0.860	0.866	0.895	0.588

Figure 4. composite reliability test

Based on the table above, it shows that the results of the composite reliability test show a > value of 0.6 which means that all variables are declared reliable.

Inner Model Analysis

After evaluating the model and ensuring that each construct has met the criteria of Convergent Validity, Discriminant Validity, and Composite Reliability, the next step is to evaluate the structural model. It includes R square, Q Square, and Hypothesis testing.

a. R Square

The R-Square test or determination coefficient is used to measure the magnitude of the influence of independent variables in influencing dependent variables. The R-square value is determined if the value of 0.19 – 0.32 is said to be weak, the value is 0.33 – 0. 66 is said to be moderate, and the ≥ value is 0. 67 is said to be strong. Here are the results of the R Square test.

R Square

Matrix	R Square	R Square Adjusted
	R Square	R Square Adjusted
DC	0.811	0.808
BP	0.860	0.856

Figure 5. R Square

The table above shows that the R values for the two variables, namely Dynamic Capability (DC) and Business Performance (BP), have values of 81.% and 86.0%. The value has a fairly high value, which indicates that the model used is quite good.

b. Q Square (Q²)

The Q-Square (Q²) test or predictive relevance is used to measure the predictive ability of a model. The Q Square value is 0 < Q² ≤ 0.25 Low predictive ability, 0.25 < Q² ≤ 0.50 Medium predictive ability, and Q² > 0.50 High predictive ability. Here are the results of the Q Square test.

Construct Crossvalidated Redundancy

Total	Case1	Case2	Case3	Case4
	SSO	SSE	Q ² (=1-SSE/SSO)	
BP	420.000	215.828	0.486	
DC	420.000	215.165	0.488	
KS	420.000	420.000	0.000	

Figure 6. Q Square

Based on the table above, it can be seen that the Q Square BP and DC values show good predictive ability with values of 0.486 and 0.488, while KS with a value of 0.000 does not show effective predictive ability. A high Q² value for BP and DC indicates that both constructs are valid.

c. Uji Hipotesis

Test the hypothesis to test whether there is a significant relationship between the independent variable and the dependent variable in the model. Testing this hypothesis uses the bootstrapping method. Here are the test results.

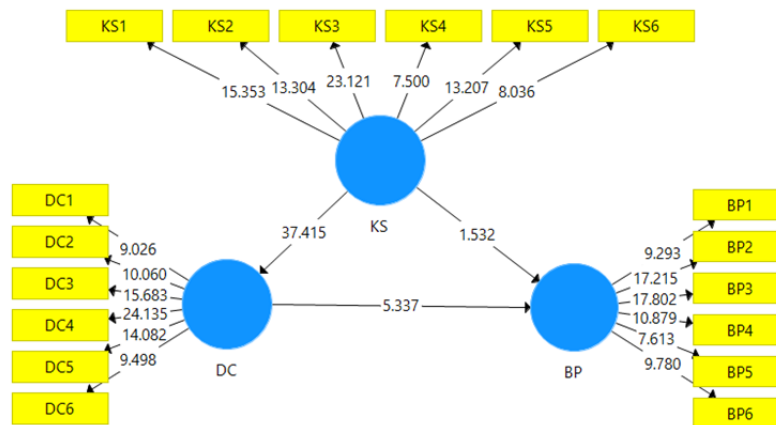


Figure 7. Hypothesis test

Hypothesis testing is carried out through a t-test, namely by examining and comparing the t-calculated value with the t-table value. These variables can be said to be influential or hypothetical are accepted, if the t-statistic or t-count value > the t-table value and vice versa. The p-value is also used to indicate that hypothesis testing. The hypothesis is accepted if the p-value < 0.05, and vice versa. The results of the hypothesis live testing on the path coefficients are shown below.

Path Coefficients

	Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals Bias Corrected	Samples	
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values
DC -> BP	0.715	0.724	0.134	5.337	0.000
KS -> BP	0.230	0.219	0.150	1.532	0.126
KS -> DC	0.900	0.904	0.024	37.415	0.000

Figure 8. The results of the hypothesis test of the path coefficient

Based on the table above, it can be seen that the results of the hypothesis test of the path coefficient show that there are two hypotheses that are accepted and declared to have an

influence. This can be seen from the t-statistic value that is greater than 1.96 and the P-Value which is less than 0.05.

Hypothesis 1

Based on the table provided, the path coefficient results for the relationship between DC (Dependent Variable) and BP (Independent Variable) show a value of 0.715 or 71.5%. The t-statistic result was recorded at 5,337, which is larger than the t-table (1.96). This shows that the hypothesis is acceptable and there is a positive influence between the DC variable and the BP variable. The significance of this relationship is seen from the P-value, which is 0.000, which is smaller than 0.05. Thus, hypothesis 1 is acceptable, so that the DC variable has a positive and significant influence on BP because the t-statistic is greater than the t-table (1.96) and the P-value < 0.05 . Hypothesis 1 is proven.

Hypothesis 2

For the second hypothesis, which tests the relationship between KS (Independent Variable) and BP, the result of the path coefficient shows a value of 0.230 or 23.0%. However, the t-statistic was recorded at 1,532, which is smaller than the t-table (1.96). This means that the hypothesis is unacceptable and there is no significant influence between the KS variable on BP. The P-value for this relationship is 0.126, which is greater than 0.05. Thus, hypothesis 2 is not proven, so the KS variable does not have a significant influence on BP.

Hypothesis 3

In the third hypothesis, which tests the relationship between KS and DC, the path coefficient results show a value of 0.900 or 90.0%. The t-statistic result was recorded very high, namely 37,415, which is clearly larger than the t-table (1.96). This shows that the hypothesis is acceptable and that there is a strong positive influence between the KS variable and the DC variable. The P-value of this relationship is 0.000, which is much smaller than 0.05. Thus, hypothesis 3 is acceptable, so that the KS variable has a positive and significant influence on DC because the t-statistic is greater than the t-table (1.96) and the P-value < 0.05 . Hypothesis 3 is proven.

CONCLUSION

This study reveals that a company's dynamic capabilities have a significant impact on business performance in the iced tea beverage industry in Indonesia. Companies that can quickly adapt to changing market trends and consumer preferences, such as the growing demand for healthy and environmentally friendly products, demonstrate better performance compared to their competitors. This reflects the importance of innovation and flexibility in maintaining relevance amid increasingly fierce competition. On the other hand, knowledge-sharing strategies also play a crucial role, particularly in building consumer relationships and strengthening brand perceptions. Transparency in providing information about the health benefits of products, the use of natural ingredients, and sustainable production processes can enhance consumer trust and loyalty. Although the direct impact of knowledge sharing on business performance is not statistically significant, this approach strengthens the company's dynamic capabilities, which collectively contribute to competitiveness and business success.

SUGGESTION

To enhance competitiveness and business performance, companies in the iced tea beverage industry are recommended to optimize their dynamic capabilities. This can be achieved by continuously monitoring and responding to market trends, developing innovative and relevant products, and implementing technology-driven marketing strategies to reach consumers more effectively. Companies should also focus on transparent and educational knowledge-sharing strategies, such as through social media, official websites, or other digital platforms. Sharing relevant information, such as the health benefits of products, the sustainability of production processes, or technological innovations, can build stronger consumer relationships and enhance brand image.

Furthermore, companies should leverage technology to improve operational efficiency in production, distribution, and real-time feedback management. This enables companies to respond more quickly and accurately to consumer needs. Further research is needed to explore

the relationship between knowledge sharing, consumer perception, and business performance, particularly in the context of Indonesia's unique culture and market characteristics. This will help companies formulate more specific and effective strategies to increase their competitiveness.

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