

# The Role of Awareness, Motivation and Capability on the Competitive Reaction of Middle and Lower Managers of Private Higher Education

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## Abstract

*The dynamics of competition has had an important impact on organizational activities on rival responses and organizational performance, however the inputs that influence the organization's activities, in particular the extent to which the organization reflexively repeats previous activities versus selective taking actions in bundling its strategic framework. The main objective of this study was to determine the competitive reaction of middle managers and lower managers of private universities through awareness, motivation and capability (AMC). Data were obtained from middle and lower managers in private universities. The data that has been collected is tested for validity and reliability and then analyzed using a qualitative response regression model (linear probability model). The results of the validity and reliability have met all the required criteria. The results showed that awareness had a significant positive effect on the possibility of competitive reactions, motivation had an insignificant negative effect on the possibility of competitive reactions and capability had an insignificant positive effect on the possibility of competitive reactions of middle managers and lower managers of private universities.*

## Keywords

awareness; motivation; capability; AMC; competitive



## I. Introduction

The dynamics of competition has had an important impact on an organization's competitive activities on rival responses and organizational performance, however the inputs that influence the organization's activities, particularly the extent to which the organization reflexively repeats previous activities versus selective taking action in bundling its own strategic framework in the context of rivalry based on more specific strategic and organizational competitive actions and reactions and the resulting antecedents and consequences.

Strategy is seen as a key element of an organization's competition, research on organizational strategy, especially competitive dynamics (competitive dynamics) has been widely carried out in the context of companies, environmental issues (Stadtler and Lin, 2017), retail (Obeng, 2016), banking services, transportation services (Chang, 2016; Yasar, 2016), hospital services (Chang, 2017), SMEs (Payne, 2009; Purnomo, 2017), NGOs (Markman, Gianiodis and Buchholiltz, 2009) both at the business level and manager (Chen and Miller, 2012; Hutzschenreuter and Israel, 2009; Kilduf et al., 2010), even the expansion of the concept of competitive dynamics by involving stakeholders (Chen and Miller, 2014), however research on competitive dynamics in educational institutions has never been carried out even though in the industrial sector. this case, competition, tension, rivalry and pressure are very visible and clear, this can be seen from educational

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institutions that continue to metamorphose developing existing products as well as in developing new products. present the impact of outputs and outcomes, as stated by Sukoco (2015), which has not been answered in competitive dynamics research is the difference between the types of generation to the given action or reaction? Different types of organizations (profit oriented, non-profit oriented, BUMN or family organizations) have different tendencies to compete.

In the context of education, there is competition between educational institutions, especially at the tertiary level. This is due to several factors including seeing opportunities to improve its position. The existence of this competition has resulted in universities having to analyze and evaluate strategies so that they can continue to grow, develop, excel and not be left behind. Strategy is a process of determining a plan that gives direction to achieve the mission and goals, by maximizing competitive advantage and minimizes competitive disadvantage (Hunger and Wheelen, 2003). The right strategy can provide an organization's capability to survive, match and win the competition (Chen and Miller, 2012).

The competitive dynamics of private universities can also be seen to have similarities in the products they have but in the same management, quality and market in different segments, this can then provide space for private universities to continue to be competitive. In this view of course there is a competitive asymmetry about organizations that have the same market conditions and will see each other differently. So that the behavior in competing becomes different (Chen, 1996), that the competitive relationship between the two organizations is rarely symmetrical, even though both have similarities in terms of markets and resources (Tversky, 1977; Chen, 1996). The asymmetry of the perception of competition can explain the relationship between competing behaviors and exchanging different information (Chen and Miller, 2012).

In the dynamic competitive approach, decision makers have a crucial role in competition in seeing rival organizations and to achieve competitive success (Porter, 1980). The key factors of this view are how managers of a private college perceive their competitive environment and how they react. The approach that is widely used to study competitive perception is the information processing approach which consists of (a) observation of information, (b) interpretation of information, and (c) reactions based on that interpretation (Kiesler & Sproul, 1982; Daft & Weick, 1984). . This approach has begun to be widely used in strategic management and marketing (Chernatony, Daniels & Johnson, 1993; Lang, Calantone & Gudmundson, 1997; Clark & Montgomery, 1999; Waarts & Wierenga, 2000). That, organizations change their strategy after observing other competitors in the market. In the context of competition, it was developed in the competitive dynamics literature (Livengood and Reger, 2010; Chen, 1996), which provides an integrative model framework of the three main behavioral drivers of awareness, motivation and capability (AMC), viz. awareness, motivation and capabilities that shape competitors' actions and responses (Chen and Miller, 2012-139). Chen et al., (1992) extended the awareness, motivation and capability (AMC) theory in which the response (stimulation) to competitive action begins only when rivals become aware of the competitive move and they have the motivation and capability to respond. On the other hand, when facing strategic competition, the probability of initiating a response is minimal in the case of low capability (Chen, 1996). The awareness perspective proposes that an organization will respond to a stimulus only if it is aware of the action and motivated to respond (Kiesler and Sproull, 1982). To describe and structure each factor, it is necessary to build an awareness, motivation and capability (AMC) framework. At the heart of this analysis are the factors that influence organizations' awareness of critical strategic patterns,

their strategic motivation to act and their capability to respond in certain ways (Chen and Miller, 2015).

Based on the perspective of AMC, universities before initiating any action or response, private or rival schools need to become aware of competitors' actions, as well as changes occurring in the external environment. Awareness is basically awareness, and motivation is a combination of psychological and cognitive phenomena (Livengood and Reger, 2010). A strategic orientation affects the likelihood of attacks on other competitors. Here, rivals must consider the complexity of action and implementation before committing to a response with the motivation necessary to achieve the desired result.

Finally, the use of the AMC bundling framework also makes it possible to explore the conditions that predict the reactions of managers collegeThis research also contributes to the competitive dynamics literature, particularly in the field of competitor analysis (Chen, 1996; Zajac & Bazerman, 1991), that the framework can be directly confronted with possible conditions. Another addition is that the application of AMC helps further articulate this framework as a useful concept for explaining an organization's competitive actions in reacting to competitors' actions. The main objective of this study was to examine the reactions of middle and lower managers in reacting to competition through the role of awareness, motivation and capability (AMC).

## II. Review of Literature

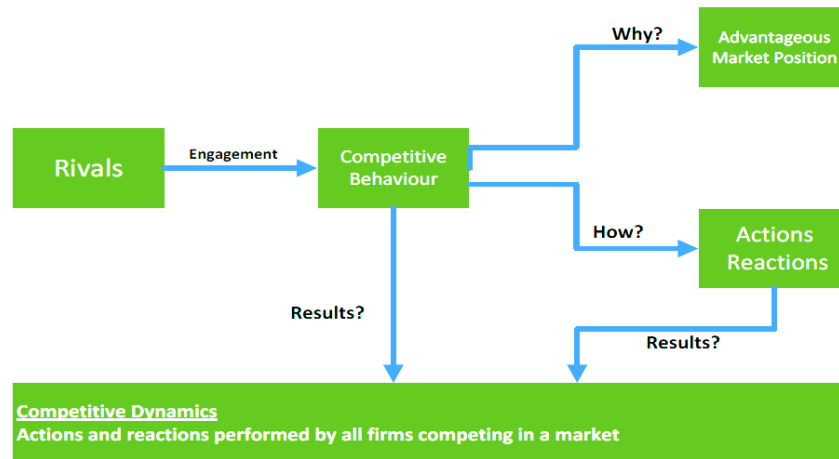
### 2.1 Rivalry

Rivals are defined as companies operating in the same market, offering similar products and targeting similar customers. Companies interact as part of the various activities they perform when trying to generate average income with their competitors (Ireland, et al., 2011). Competitive dynamics has emerged as a powerful strategic management theory that explains and predicts competitive interactions between competitors among themselves within the above-mentioned objectives, and the impact of these interactions on firms (Albers and Heuermann, 2012). Smith et al. (2001) have shown that a series of movements between firms operating an industry and the reactions shown to these actions create competitive dynamics. These movements and reactions reflect the normal and innovative movements of profit-seeking companies.

Companies engage in various actions, such as promoting new products, promotional activities, or new deals, to improve or increase profits, competitive advantage and market position. A successful move prompts the opponent to make a move against the opponent, such as when the opponent imitates or tries to block the move. For this reason, competitive dynamics is based on research on how decisive action affects competitors, competitive advantage and performance (Smith et al., 2001). Baum and Korn (1996) stated that the dynamics of competition examines the competitive movements and reactions of companies, strategic and organizational dimensions, components of actions taken, and competition between companies based on the results of actions.

The topic of competitive dynamics has evolved over the last few years for a variety of reasons. First, it offers a great approach to understanding certain companies do for themselves while competing against companies they personally see. Measured actions that are subject to hard work are being investigated. It also examines the interactions between competitors and focuses not only on the reactions that occur but also on the reactions that occur. For this reason, competitive dynamics is inherently one of the few working areas of longitudinally oriented strategy (Chen and Miller, 2012). Figure 1 contains an illustration

of how competitors behave, how and why they do so, and how they shape the competitive dynamics of the industry.



Source: (Ireland et al., 2011).

**Figure 2.** Formation of Competitive Dynamics

There are three basic premises that influence the competitive activity of a company, these premises are awareness of competitive action, company motivation, motivation to move or counter-move, and capability to do so. By using these three factors, companies can predict and analyze the competitive behavior of their rivals (Chen and Miller, 2012).

## 2.2 Awareness

Awareness is a statement that must be found primarily for competitive actions and responses taken by the company or competitors, and includes the extent to which competitors are aware of the degree of interdependence as a result of resource similarity and market partnerships (Hitt et al., 2005). Awareness also refers to the awareness of the company, its competitors, the competitive elements in the industry, and the competitive environment. The level of awareness is very important because it affects the level and conception of conclusions about the results of the company's actions in a competitive environment (Smith et al., 2001).

Hypothesis: Awareness has a significant positive effect on the likelihood of competitive reactions of middle and lower managers Private Colleges.

## 2.3 Motivation

Motivation comes from the Latin word *movere* which means drive or driving force. Motivation in management is only aimed at human resources in general and in particular subordinates (Purba and Sudibjo, 2020). Motivation involves the incentives offered by the company to move or respond to rush opponents in relation to perceived advantages and disadvantages (Ireland, et al, 2011). The company may be aware of its competitors, but if you see that the movement of competitors will not have a negative impact on the company, the motivation to enter competition with competitors will be low (Hitt et al, 2005). In his research on competitive dynamics, he noted that organizational characteristics such as past performance and market dependence (Heuermann, 2005), reflect motivation to move (Smith et al., 2001). A company with high market dependence will be more aggressive in maintaining its market position (Heuermann, 2005).

Hypothesis: Motivation has a significant positive effect on the possibility of competitive reactions of middle and lower managers Private Universities.

## 2.4 Capability

Capability is about the resources of each company and the flexibility required they give. Without the right resources (such as capital and people), the company will not have the capability to make moves or respond to its actions (Hitt et al, 2005). However, similar resources will bring about similar capabilities for movement and response (Chen, 1996).

Hypothesis: Capability has a significant positive effect on the possibility of competitive reactions of middle and lower managers of private universities.

## III. Research Method

The place and time the research was conducted at a private university with a target sample of middle managers and lower managers (Deans, Heads of Study Programs, Secretary of Study Programs) totaling 76 respondents

The independent variable or independent variable is a variable that affects or is the cause of the emergence of the dependent variable or the dependent variable. The independent variable is often also referred to as the X variable. The research conducted is using 3 independent variables (X), namely awareness, motivation and capability. The dependent variable or dependent variable is a variable that is influenced by the independent variable or independent variable so that an effect occurs. The dependent variable is often referred to as the Y variable. The research carried out to be used as the dependent variable (Y) is the manager's competitive reaction. This variable will be divided into three possible competitive reactions (responses): Responding to react or not, waiting or immediately, and responses that are not in accordance with competitors' actions or in accordance with competitors' actions (Soekoco, 2015;62). The measurement scale uses Likert with a score of 1 to 5. Questionnaires will be submitted by respondents online using Google Form

Tests, this test was conducted to test the validity and reliability of the data obtained. Then after that it was tested with a model fit test (fit index). In answering the research objectives, testing the relationship between variables and assessing the developed model, the analytical technique used is technique, in which variable Y is measured by a categorical scale while variable X is measured by an ordinal scale.

## IV. Results and Discussion

### 4.1 Results

Respondents who have filled out the questionnaire both online and offline in full are 76 respondents, furthermore the respondent data is described with the age of respondents ranging from 25 years to 62 years, the most ages are in the range of 25 to 40 years as much as 65% of the remaining ranges from 41 to 62 years as many as 35%, these data indicate that managers are of productive age and are included in the category of young managers, the highest percentage of gender is male, namely 40 respondents or 53% and the lowest percentage of gender is female, namely 36 respondents or 47%. . This shows that the middle and lower managers are still mostly dominated by the male sex, based on years of service, it can be explained that the range of tenure that has been passed by middle and lower managers is 1 year to 36 years, meaning that even in the first year, the position as middle and lower managers have been held even though the person concerned has just entered a higher education institution. The test results obtained  $r_{\text{arithmetic}} > r_{\text{table}} =$

0.223 So all questions or indicators measuring variables proved valid. While the results of the reliability test showed that each variable Cronbach Alpha value was greater than 0.70. In conclusion, all measuring indicators are valid

### a. Data Analysis

Data analysis using qualitative response regression or called the LPM model (linear probability model). Reaction (response) to the dynamics of competition related to responsibility (job) by measuring the binary (not reacting (0) and reacting (1). The results show that most middle and lower managers react when there is a change in competitive tension from competitors, as much as 92% of managers reacted but there were still managers who did not respond to the competition that occurred only 8%. Another reaction (response), the results showed that most of the middle and lower managers reacted when there was a change in competitive tension from competitors with immediately as many as 86% of managers reacted but there were still managers who were still waiting to respond to the competition that occurred only 14%. The results also showed that most of the middle and lower managers gave an appropriate reaction (similar) to what was done by competitors when there is a change in competitive tensions, as much as 75% of managers react accordingly in what is done by middle and lower managers but there are still managers who in response to competition are not in accordance with what is done by competitors by 25%.

Based on the results of data processing, it shows that the feasibility of the model is 22.6%, meaning that the possibility of middle and lower managers reacting to competition is determined independent namely awareness, motivation and capability, while the remaining 77.4% is influenced by other variables outside the model. It is also known that the calculated F result is 7.020, then simultaneously the three independent variables (awareness, motivation and capability) have a significant effect on the competitive reaction of middle and lower managers of higher education. These results can be seen from the calculated F value of 7.020 with a significance of 0.000 F test <0.05. The results of the regression using the LPM method are shown in table 1 below:

**Table 1.** Results of LPM

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,146	,255		-,573	,569
	Awareness	,217	,104	,384	2,096	,040
	Motivation	-,026	,057	-,059	-,451	,653
	Capability	,062	,068	,149	,914	,364

a. Dependent Variable: Reaction to Competition

The results in table 1 can be made the equation  $Y = -0.146 + 0.217X_1 - 0.026X_2 + 0.062X_3$ , From the regression equation it can be explained as follows:

The constant value -0.146 indicates if the awareness variable (X1), motivation (X2), and capability (X3), with a value of 0, then the magnitude of the possible competitive reaction variable is -0.146 or means that there is no competitive reaction probability (because it is negative). Awareness value (X1) 0.217 indicates if awareness (X1) changes, then the possibility of competitive (Y) will be 0.217 units, assuming motivation (X2) and capability (X3) remain, meaning that the higher awareness, the possibility of middle and

lower Managers react competitively will increase and assume other variables remain / constant. The motivation value -0.026 indicates if motivation (X2) changes by one unit value, then Y will be 0.026 units, assuming awareness (X1) and capability (X3) remain, meaning that the less motivation, the possibility of middle and lower managers reacting competitively will increase and assume other variables are fixed/constant, a capability value of 0.062 indicates if capability (X3) changes by one unit value, then Y will be 0.062 units, assuming awareness (X1) and motivation (X2) remain, meaning that the better capability, then the possibility of middle and lower managers in reacting will increase and assume other variables are constant.

### **b. Hypothesis Test**

The hypothesis test of this research is that there is a partial and simultaneous influence or jointly on awareness, motivation and capability variables on the competitive reactions of middle and lower managers of higher education institutions.

Testing the effect of one independent variable (independent) individually in explaining the variation of the dependent variable (dependent). Tests such as table 1 show that the regression coefficient for the awareness variable is 0.263 which means that if a middle and lower manager is aware of competition, it will increase the possibility that a middle and lower manager will react to the competition. From the regression equation, it can be explained that partially the awareness variable has a significant effect on the competitive reaction of middle and lower college managers at a significance level of 5%. This can be seen from the significance value of the awareness variable which is below  $0.040 < 0.05$ . Therefore, the hypothesis which states that the possibility of middle and lower managers of higher education reacting competitively which is influenced by awareness is proven. The results in table 1 show the regression coefficient of the motivation variable of -0.026 which means that if the motivation of a middle and lower manager of a college decreases, it will increase the possibility of a middle and lower manager of the college reacting competitively. According to the regression equation, it can be explained that partially the motivation has no effect on the competitive reaction of middle and lower managers of higher education at a significance level of 5%. This can be seen from the significance value of the motivation variable which is above 0.05 ( $0.653 > 0.05$ ), therefore the hypothesis which states that the possibility of middle and lower managers of higher education reacting competitively which is influenced by motivation is not proven. The results in table 1 also show the regression coefficient of the awareness variable of 0.062 which means that if the capabilities of a middle and lower manager of a college increase, the possibility of a reaction will also be higher. Based on the regression equation, it can be explained that partially the capability variable has no effect on the competitive reaction of middle and lower managers of higher education at a significance level of 5%. This can be seen from the significance value of the capability variable which is greater than the value of 0.05 ( $0.364 > 0.05$ ), therefore the hypothesis which states that the possibility of middle and lower managers of higher education reacting competitively which is influenced by capability is not proven.

### **4.2 Discussion**

The statement of awareness that must be found especially for competitive actions and responses taken by the company or competitors, and includes the extent to which competitors are aware of the degree of interdependence as a result of shared resources and market partnerships. Awareness also refers to the awareness of the company, its competitors, the competitive elements in the industry, and the competitive competitive

environment. The level of awareness is very important because it affects the level and conception of conclusions about the results of the company's actions in a competitive environment. In this study, awareness is indicated by universities taking regular measurements to obtain relevant information about customer needs by serving better, internal and external customer complaints and suggestions are taken seriously in customer service strategies, curriculum is reviewed from time to time according to industry needs, strategy for competitive advantage based on a clear understanding of customer needs, excellent interpersonal relationships with customers, anticipation of future customer needs, goal driven competitive strategy to provide customers with superior value through quality teaching and research, universities continuously review their curricula to meet the changing needs of universities, there is a strong effort to differentiate the offerings in the minds of the target market, quickly respond to the actions of threatening competitors, collect competitor information from time to time to compile strategy in order to compete well, have a dynamic system that integrates people, processes, technology to respond quickly to emerging situations, work in harmony to achieve the university's common goals, strive not to jeopardize existence by meeting all regulatory requirements, freely communicate information about experiences customer and teamwork is the hallmark of the work philosophy. This study accepts the hypothesis that awareness has a positive effect on competitive reactions of middle and lower managers, acceptance of this hypothesis means that when university managers have higher awareness of competition, the higher the possibility of managers to react to competition, because with this awareness means universities are driven by goals to provide customers (students) with superior value/benefit through quality teaching and research. This study provides support for research that has been carried out by Gunduz, et al (2012) that competitive tension has a direct effect not only on attacking rivals but also on innovation decisions and implementation, as well as supports the opinion (Smith et.al. (2001) that the level of awareness very important in influencing the level of corporate action in a competitive environment

Motivation is a statement of the incentives offered by the company to move or respond to competitors in relation to perceived gains and losses as well as competitive actions and responses taken by the company, in this study motivation is indicated by college high number of new competitors entering the market, engaging in many unanticipated competitive activities, tension Today's private university competition is increasingly fierce, motivated to engage in university competitive action, keen to engage in university competitive and ability uan describes the competitive situation of this organization in the past. This study rejects the hypothesis that motivation has an insignificant negative effect on the competitive reaction of middle and lower managers, the rejection of this hypothesis means that when university managers have higher motivation to compete, the lower the possibility of managers to react to competition, this means that middle and lower Managers are not fully able to describe the competitive situation of this organization in the past which is used as a basis for future competitiveness. This study contradicts the research conducted by Gunduz, et al (2012) that competitive tension has a direct effect not only on attacking rivals but also on innovation decisions and implementation, as well as does not support Miller's (1994) research if an entrepreneur has internal incentives. high then it is possible he will have vigilance in entrepreneurship (competition). This variable does not have an effect as in the opinion of Kwon & Adler, (2014) that the motivational component is usually controlled by the company's external environment, if the external environment is not capable of being a motivation, the possibility of reacting is also smaller.



Capability is a statement of the capability to make moves or actions in competition, in this study capability is indicated by the university's ability to be ready to accept innovation, the top leadership of the University places special emphasis on innovation, the University continues to look for ways to serve customers better, the University continues to look for ways new services to compete better, the University can change/modify its current service approach to be able to compete, compared to competitors, and the University provides new service offerings. This study rejects the hypothesis that capability has no significant effect on the competitive reaction of middle and lower managers, the rejection of this hypothesis means that when university managers have higher motivation for competition, the higher the possibility of managers to react to competition, this means that middle and lower managers universities are not fully ready to accept the innovations that will be carried out by middle and lower managers, although it is explicitly stated that universities are constantly looking for new ways to better serve customers. This research contradicts the research conducted by Gunduz, et al (2012) that competitive tension has a direct effect not only on attacking rivals but also on innovation decisions and implementation, as well as does not support Hou's research, (2008) that based on the AMC framework, entrepreneur awareness, motivation, and ability can be used to be three important antecedents of entrepreneurial alertness.

## V. Conclusion

Based on the results of data analysis in this study, it can be concluded that awareness has a significant positive effect on the possibility of reacting to competitive middle and lower managers in private universities, motivation has an insignificant negative effect on the possibility of reacting to competitive middle and lower managers in private universities, and capability has an insignificant positive effect. to the competitive reaction of middle managers and lower managers of private universities. This study has several limitations, including the sample obtained is quite small even though it has met the minimum amount of data normality, the next is that this research still uses the linear probability model (LPM) analysis method which of course by some experts has some limitations in the results. According to the research results that have been produced, it is known that in general, middle and lower managers of private universities have a high awareness of competition in this industry, especially university competition in terms of providing students with superior benefits through quality teaching and research, but motivation and capability middle and lower managers need to be improved because it is proven that the motivation and capabilities middle and lower managers do not affect the competitive reaction of private university competition, it is known that the low assessment of the ability to describe the competitive situation of this organization in the past so that managers need to mix with experience (source resources) they have in responding competitive current and future. Top leaders of higher education institutions need to maintain a real commitment to innovation made by middle and lower managers in innovating. Suggestions for future research that are possible are First; Future research is expected to try to elaborate on topics related to AMC, especially quantitative-type research to support research because until now there have not been many quantitative-type studies, so theory is still lacking, especially measuring variable AMC. Future research needs to increase the sample size from middle and lower managers of higher education institutions.

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