

The Relationship between Human Capital and Co-opetition Strategy in Small Medium Enterprise: Literature Review

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Abstract

A co-opetition strategy is a necessity, especially for small and medium enterprises (SME) in supporting industry clusters that operate on a B2B basis. Cooperation and competition are two contradictory social habits (paradox), but can be done simultaneously due to limited resources and common marketing. The personal character of small businesses in handling and the ability to build relationships is an important factor in the success of the co-opetition strategy in improving company performance. This paper will examine various studies related to human capital, social capital and their impact on co-opetition strategies and their effects on company performance.

Keywords : co-opetition, human capital, social capital, SME, performance

1. Introduction

Co-opetition is a business strategy that combines cooperation and competition with partners simultaneously, to increase the company's competitiveness (Petter et al., 2014). Co-opetition strategies are generally carried out by parties who have the same resources or marketing. The intensity of cooperation or competition between the parties is largely determined by the similarity of resources and marketing (Minà et al., 2020). The analysis of co-opetition becomes very challenging because cooperation and competition are two opposing social habits (paradox), either logically, hypothetically or by assumptions. Therefore, the ability of co-opetition strategy decision makers with structured and systematic reasons will be useful in redesigning organizational strategies and information system (Pant & Yu, 2018). (Chin et al., 2008) identify 7 critical factors and 17 sub critical factors that support the success of the co-opetition strategy, which are grouped into management commitment, relationship development and communication. This is in line with (Felício et al., 2014) that the success of an organization is greatly influenced by the characteristics of its personal. Human capital such as management commitment and social capital such as the ability to develop relationships and communication will affect organizational performance.

A co-opetition strategy for small and medium enterprises in supporting industry clusters is a necessity. Companies in this group generally operate on a B2B basis, and become suppliers of parts or products to other industries. Limited resources make this company have to share facilities with similar companies, even though these companies are competitors. According to (Bengtsson & Johansson, 2014), In many cases, it is not uncommon for small industries to co-opetition with large companies.

Small and medium industries (SMI) in Indonesia have high resilience to crises. According to (Ter Wengel & Rodriguez, 2006) After the economic crisis in 1998 which caused the economy to contract by up to 14.6%, IKM tends to recover faster than large industries, which is shown by the high increase in export value. Therefore (Perindustrian, 2009) The Indonesian government is trying to improve the industrial posture to make it stronger, namely by improving the structure of small, medium and large industries with a more balanced contribution to gross domestic product (GDP). In the period 2004-2009, SMI grew by 6.25% and there was an increase in the contribution of SMI to GDP to 41.66%. The number of SMI business units reaches 3.4 million units and constitutes more than 90 percent of the national industrial business units. This role is also reflected in the absorption of the workforce of SMIs which reached 9.7 million people, or equal to 65.4 percent of the total employment of the non-oil and gas sector.

Based on these reasons, this paper aims to conduct a literature study related to the role of human capital in coepetition strategies in small and medium enterprises and its impact on company performance. The dimension of human capital refers to (Felício et al., 2014) which includes manager personal characteristics, social capital and company performance.

2. Method

The purpose of writing this paper is to structure various research results related to the influence of human capital, both manager's personal characteristics and social capital factors on coepetition strategies and their effects on company performance. The literature study includes academic papers in the 2010-2020 time period which are in the Emerald, Sage, Springer and Science direct database. A search on the database yields hundreds of articles. Each article is reviewed and only articles that are in accordance with the research objectives will be examined more deeply, namely those relating to human capital, social capital, coepetition strategies and company performance. The results of the article screening were 42 articles. The method of reviewing the research results refers to (Hartini & Ciptomulyono, 2015), which includes descriptive analysis and thematic analysis. Descriptive analysis includes categorization of articles by year, country of origin of researchers, journal publishers and research methods. Thematic analysis includes the relationship between human capital and coepetition strategies in small and medium enterprises and their effect on company performance.

3. Result of the descriptive analysis

Research on human capital and coepetition strategies is spread in various journals published by Emerald (25 articles), Springer (4 articles), Sage (5 articles), and science direct (8 articles). Researchers originate in 5 continents, which shows that research topics on human capital, social capital, coepetition strategies and company performance are carried out by many researchers in the world. Country origin of the authors of the 42 papers studied, spread in 24 countries such as Brazil (1), Canada (1), Italy (3), UK (5), Netherlands (1), China (2), Malaysia (3), Finland (1), UAE (1), Portugal (4), France (4), Ghana (2), Pakistan (1), South Korea (1), Indonesia (1), Australia (1), Germany (1), USA (2), Sweden (1), Finland (1), Switzerland (2), Romania (1), Vietnam (1), and Russia (1). Based on the 42 articles studied, in the 2010-2020 period there were always research on human capital, coepetition and performance of small and medium companies. The number of research topics has increased in 2018 and 2019. Survey and SEM-based research methods dominate by 48 %, empirical studies 21%, literature studies 19% and modeling 12%. The results of the analysis description are shown in Figure 1.

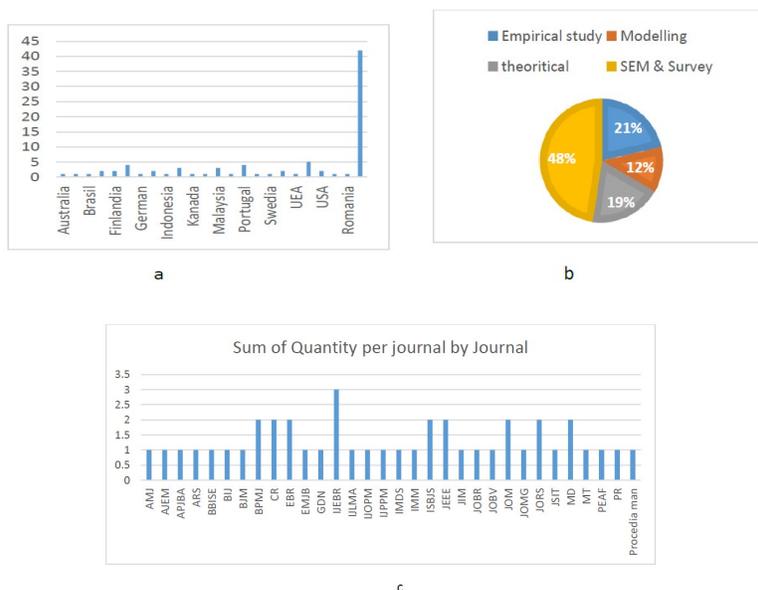


Figure 1. The number of article published (a) by country (b) by methodology (c) by journal

4. Result of the thematic analysis

(Felicio et al., 2014) found that human capital will have an impact on social capital, and the experience and cognitive abilities of managers / employees will affect their personal relationship involvement. Organizational performance is greatly influenced by human capital through the cognitive abilities of the managers. Research on the role of human capital and social capital on company performance is not always associated with cooperation strategies, but is more generic as was done by (Boohene et al., 2019), (Galabova & McKie, 2013)(Jeong et al., 2019). Therefore, the thematic analysis in this literature study will be divided into two groups, namely the structure of research related to human capital and social capital on company performance and about cooperation strategies on the performance of small and medium enterprises. Based on the grouping of these two themes, it is hoped that a research gap can be found on the relationship between human capital and social capital with a cooperation strategy on the performance of small and medium enterprises. The review is based on the research topic, findings and methods used. The thematic analysis of human capital and social capital on the performance of small and medium enterprises is shown in Table 1. The thematic analysis of the cooperation strategy is shown in Table 2.

Table 1. The thematic analysis of human capital and social capital to performance

No	Ref.	Thema	Finding	Methodology
1	(Jansen et al., 2011)	Social capital as a decision aid in strategic decision-making in service organizations	The influence of social capital in strategic decision making in the service sector SME. The extent of social capital has a negative effect on the effectiveness of strategic decision making.	SEM, survey 434 responden by phone.
2	(Gordon & Jack, 2010)	This paper aims to consider to what extent engagement with higher education institutions (HEIs) by SMEs creates social capital and network benefits.	Results show that the experience of engaging with the HEI sector was beneficial. Networks provided the opportunity to create social capital and had a positive impact on the development of the SME and the individual.	Empirical study, literature review
3	(Tehseen et al., 2019)	Entrepreneurial competencies and SMEs' growth: the mediating role of network competence	Examining the influence of strategic competence and ethical competence on the growth of SME, the influence of network competence in the mediating variables studied.	PLS/SEM, survey in retail industry
4	(Torkkeli et al., 2016)	Network competence in Finnish SMEs: implications for growth	The influence of network competence on the growth of domestic and international SMEs	Survey to 298 sme in finlandia, regression analysis

No	Ref.	Thema	Finding	Methodology
5	(Alberti & Belfanti, 2020)	Do clusters create shared value? A social network analysis of the motor valley case	This paper contributes to the findings of the effect of clusters on creating shared value (CSV). How do clusters generate shared value.	Social network analysis methods and techniques. Empirical study in motor valley cluster in italia
6	(Easmon et al., 2019)	Social capital and export performance of SMEs in Ghana: the role of firm capabilities	Innovation and marketing capabilities are also key drivers of export performance among SMEs as they fully mediate the social capital-export performance relationship.	SEM, Questionnaire-based survey was used to collect data from top executives and senior managers
7	(Fatima & Bilal, 2019)	Achieving SME performance through individual entrepreneurial orientation: An active social networking perspective	There is a positive relationship between the individual entrepreneurship orientation of the owner and their performance through mediation of social network activities.	Survey, cluster sampling
8	(Jeong et al., 2019)	The temporal effects of social and business networks on international performance of South Korean SMEs	While social networks only enhanced marketing capabilities and did not directly lead to international performance, business networks enhanced both. Also, unlike social networks, the influence of SME business networks on international performance was weakened as international experience increased. This study found that marketing capabilities mediated the path from business networks to international performance	SME data were collected via surveys. A sampling frame of 3,000 exporting manufactures was developed based on a database sourced from the Korea Chamber of Commerce and Industry. The authors analyzed 392 valid cases using a path analysis
9	(Agostini et al., 2017)	Measuring the impact of relational capital on customer performance in the SME B2B sector	In particular, the impact of marketing capability and	The authors carried out these analyses on a sample of 150

No	Ref.	Thema	Finding	Methodology
		The moderating role of absorptive capacity	open innovation with business actors on CP is greater for firms with higher absorptive capacity.	small- and medium-sized enterprises (SMEs) in the medium- and high-tech B2B context. Regression analysis
10	(Pinho, 2013)	The role of relational social capital in examining exporter-intermediary relationships	This study finds a positive and a significant impact of the two dimensions of social capital: cognitive (shared values) and relational (trust) on both commitment and cooperation. However, it did not support the impact of cognitive social capital on relational social capital.	A quantitative methodological approach, a survey was applied to a sample of exporters to empirically test the proposed model.
11	(Meflinda et al., 2018)	The effect of social capital and knowledge sharing to the small medium enterprise's performance and sustainability strategies	social capital and knowledge sharing significantly affect the sustainability strategy of SMEs. Furthermore, sustainability strategy and knowledge sharing affects SME performance significantly, whereas social capital does not affect its performance.	The authors collected data from 56 SMEs in trading and craft industries by using the purposive sampling method. The data were analyzed using partial least square technique.
12	(Chowdhury et al., 2019)	Operational supply risk mitigation of SME and its impact on operational performance: A social capital perspective	Three dimensions of buyer-supplier social capital can effectively reduce the OSR of SMEs, either directly or indirectly through supplier integration. The mediating role of supplier integration in the relationship between social capital and OSR is confirmed and the negative impact of OSR on operational performances of SMEs is verified.	SEM collected via a questionnaire from 485 manufacturing SMEs in Bangladesh for analysis using structural equation modeling
13	(Boohene et al., 2019)	Social capital and SME performance: the moderating role of emotional intelligence	Social capital has a positive and significant relationship with emotional	A total of 1,532 SMEs were selected through simple random

No	Ref.	Thema	Finding	Methodology
			intelligence. Moreover, the study also showed that emotional intelligence has a positive and significant relationship with SME performance. Finally, the study found that emotional intelligence enhances the relationship between social capital and SME performance.	sampling technique from a population of 5,009 SMEs. Structural equation modelling using AMOS was used to analyse the relationship between the variables.
14	(Franco et al., 2016)	Empirical study about the role of social networks in SME performance	SMEs studied are connected to social networks, especially Facebook. The principal reason for this type of firm connecting to social networks has to do with the possibility of presenting services to a greater number of potential customers	A quantitative research was adopted, based on application of a questionnaire, the final sample being formed of 86 SMEs
15	(Felício et al., 2014)	Human capital, social capital and organizational performance	Human capital affects social capital, and that experience and cognitive ability influence personal relations and complicity. Organizational performance is strongly influenced by human capital through the cognitive ability of the manager.	The structural modeling approach was applied to a sample of 199 small and medium-sized companies aged between 3 and 15 years, from five different sectors of activity.
16	(Galabova & McKie, 2013)	The five fingers of my hand”: human capital and well-being in SMEs	SME managers are interested in knowledge, skills and experience as Key elements of HC, peoples’ soft skills and attributes, such as attitude, willingness and ability to learn and develop, and enthusiasm about the(ir)work are often considered more important.	Qualitative data collected through 42 semi-structured interviews with senior managers of SMEs from growth industries in the service sector.
17	(Muda & Rahman, 2016)	Human Capital in SMEs Life Cycle Perspective	The paper will highlight the contribution of human capital in	SLR

No	Ref.	Thema	Finding	Methodology
			business performance, followed by the role of human capital in the different life cycle stages of SMEs.	
18	(Partanen et al., 2008)	Enterprise-related social capital as a driver of firm growth in the periphery?	Environment-related social capital has, in most cases, positive effects on firm growth. This holds especially for extra-regional social capital. For production-related social capital, however, a positive effect is only significant for geographically proximate clients and suppliers.	Empirical study
19	(Nguyen et al., 2020)	Transforming social capital into performance via entrepreneurial orientation	The paper clarify how and why entrepreneurial orientation assists in transforming social capital into firm performance.	Survey, PLS SEM

Table 2. The thematic analysis of coopetition strategy

No	Ref.	Thema	Finding	Methodology
1	(Petter et al., 2014)	An analysis model for measuring the coooperative performance in horizontal cooperation networks mapping the critical success factors and their variables	Identification of critical success factors and the main variables that influence the success of the Horizon Cooperation Network (HCN).	Literatur review
2	(Pant & Yu, 2018)	Modeling Simultaneous Cooperation and Competition Among Enterprises	(1) Identify the main characteristics in modeling and analysis of coooperative relationships (2) proposing artifacts for expressing and evaluating these relationships.	Literatur review
3	(Minà et al., 2020)	An interpretive framework of the interplay of competition and cooperation	The similarity of resources and the existence of a common market are factors in the simultaneous implementation of competition and co-operation. The intensity of the coopetition is divided into 4 quadrants, depending on common resources and common markets	Modelling, Strategic management research

4	(Ishizaka & Nemery, 2013)	A Multi-Criteria Group Decision Framework for Partner Grouping When Sharing Facilities	where and with whom should I select my best location for my business	Analytical hierarchy process
5	(Chin et al., 2008)	Identified and prioritized critical success factors for cooperation strategy.	Identified 7 csf and 17 cssf. 3 CSF groups: commitment management, relationship development, and communication.	Based on a literature review and expert interviews following the analytic hierarchy process
6	(Zhao, 2014)	A holistic and integrated approach to theorizing strategic alliances of small and medium-sized enterprises	Find the holistic factors that affect the strategic alliance sme, which includes: precursor, motivations, selection, governance structure, outcomes and challenges of strategic alliances of SMEs and the relationships between them.	Modelling, literature review
7	(Fernandes et al., 2019)	The effects of cooperation on the innovation activities and firm performance Some empirical evidence	This paper aims to evaluate the effect of cooperation on innovation activities and company performance. Cooperation and transfer of knowledge from and to competitors have a positive effect on innovation activities and company performance.	Survey, SPSS
8	(Geraudel & Salvetat, 2014)	What are the antecedents of cooperation? An explanation in terms of centrality and personality traits	Analyze the disposition of managers to compete and to cooperate as a function of their centrality to their network and also their personality traits. The paper aims to discuss these issues.	Sample of 110 trainee future managers (quantitative method), the paper shows that the network position and personality traits have different effects on propensity to compete and propensity to cooperate.
9	(Ferreira & Franco, 2019)	The influence of strategic alliances on human capital development. A study applied to technology-based SMEs	Analyse the influence of strategic alliances (knowledge/learning, efficiency and market motives) on the development of human capital. motives for strategic alliances (knowledge/learning, efficiency and market) have a strong influence on the human capital of the SMEs analysed.	SEM
10	(Kraus et al., 2019)	Sleeping with competitors : Forms, antecedents and outcomes of	Craft breweries are engaging in cooperation in several different ways. Mutual benefit, trust, commitment, and sympathy are the crucial drivers for cooperation; whereas innovation development,	Qualitative research was carried out using in-depth, semi-structured interviews with 18 different small and

		coopetition of small and medium-sized craft beer breweries	market reach and marketing, as well as firm growth represent the key shared outcomes of coopetition.	medium-sized enterprises (SMEs) combined with site visits and secondary data analysis.
11	(Sahlan et al., 2019)	Market coopetition Implications of religious identity in creating value added partnership within halal mart retailers	Halal mart retailers at Muslim marts may have involvement with four categories of business relationships (cooperation, competition, coexistence and coopetition).	The study uses a qualitative multi-case methodology to gather data regarding horizontal channel relationships in retailing. A preliminary pilot study was conducted to gain a clearer understanding and develop a basic information pattern for the relationship between Halal Mart retailers and coopetition
12	(Crick & Crick, 2020)	Coopetition and sales performance: evidence from non-mainstream sporting clubs	Coopetition had a positive relationship with sales performance, but inter-firm conflict yielded a negative interaction effect. Surprisingly, this link was positively moderated by competitive intensity	After undertaking 25 field interviews, survey data were collected from 151 non-mainstream sporting clubs in New Zealand
13	(Gnyawali & Ryan Charleton, 2018)	Nuances in the Interplay of Competition and Cooperation: Towards a Theory of Coopetition	The paper explicate a range of possible outcomes from coopetition joint value creation for all firms, value creation for individual firms, and value destruction and suggest that coopetition mechanisms help explain how and why coopetition may lead to varying outcomes	Conceptual modelling
14	(Bengtsson & Johansson, 2014)	Managing coopetition to create opportunities for small firms	This article investigates how coopetition enables small and medium-sized enterprises (SMEs) to create entrepreneurial opportunities in fast-paced industries.	Conceptual Modelling
15	(Granata et al., 2018)	How do micro-firms manage coopetition? A study of the wine sector in France	A distinct micro-firm coopetition mode is identified: (a) contrary to expectations, the management of coopetition is highly formalized in micro-firms; (b) as with large firms, the management of micro-firm coopetition requires a separation between competition	Qualitative approach

			and cooperation, but such separation occurs outside the firm – in the form of a collective structure; and (c) in contrast to large firms, small firms exhibit an increase in individual-level dimensions of cooperation with decreasing firm size.	
16	(Mattsson & Tidström, 2015)	Applying the principles of Yin–Yang to market dynamics: On the duality of cooperation and competition	The purpose of this article is to investigate how Yin–Yang principles in terms of the interaction between competition and cooperation might improve our understanding of market dynamics	Empirical study
17	(Luo et al., 2006)	Cross-Functional “Coopetition”: The Simultaneous Role of Cooperation and Competition Within Firms	In this study, empirically test (1) whether the joint occurrence of cross-functional competition and cross-functional cooperation (intensity and ability) improves a firm’s customer and financial performance and (2) whether a firm’s market learning mediates these performance returns.	Empirical study
18	(Lascaux, 2020)	Coopetition and trust: What we know, where to go next	It adheres to a multilevel conceptualization of trusting relationships in coopetition, analyzing the manifestations of trust on the interpersonal, intergroup, interorganizational and inter-network level. It also applies a dynamic perspective on trust, investigating its antecedents, development processes and outcomes in cooperative collaboration.	Literature review
19	(Wincent et al., 2010)	Does network board capital matter? A study of innovative performance in strategic SME networks	This article examines the effects of network board capital (i.e., human capital and relational capital) on total, radical and incremental network innovative performance. Results from a five-year longitudinal study of network boards in 53 strategic networks suggest that a network board's diversity, education level, and interlocking directorates with other such networks affect network innovative performance.	Survey, regression analysis

5. Conclusion

Referring to the literature study above, it can be concluded that human capital, which includes the cognitive characteristics of managers of small and medium enterprises, and social capital which includes the ability to establish relationships with parties, will affect the success of the cooperation strategy. Finally it has an effect on the performance of small and medium enterprises. It's interesting to implement of a cooperation strategy in small and medium enterprises in supporting industrial clusters, considering that this company operates on a B2B basis. A cooperation strategy is a necessity for these group companies. How the qualifications of human capital and social capital will support the success of small and medium enterprises in supporting industry clusters is still a very open research.

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