

## CHAPTER V

### CONCLUSION

#### 5.1 Conclusion

This study aims to examine how PT Metro Indonesian Software utilizes internal resources and responds to external environmental factors to form a competitive advantage. Using a single case study method and a descriptive qualitative approach, this study evaluates three main dimensions of firm resources, namely physical capital resources, human capital resources, and organizational capital resources, and how the three contribute to competitive advantage based on the VRIO Model.

The findings of this study reveal that human capital resources and organizational capital resources play a major role in forming sustainable competitive advantage in this company. The human resources owned by the company have valuable, rare, and costly to imitate skills thanks to a portfolio-based recruitment system from internships and communities, which are also supported by strong internal training. In addition, in terms of organizational capital resources, such as an organizational culture that adopts agile and goal-oriented methods, it provides high flexibility for the company in adjusting its business strategy to the dynamics of the IT industry. However, the main challenge in this aspect, especially in human capital, is the limited talent that meets industry standards so the company needs to further optimize its recruitment strategy through internships and

communities, and ensure that existing employees remain motivated to continue to develop in this company.

Meanwhile, physical capital resources meet the criteria of being valuable for the company's operations, but are not entirely rare and costly to imitate. The technology and infrastructure used by the company, such as digital tools and physical tools used for project management, do provide added value to the company, but competitors can also easily imitate them with sufficient investment. Thus, physical capital resources only provide competitive parity, which means that the company needs to continue to innovate in managing its infrastructure to remain competitive in the market. This is also coupled with the challenge of cyber threats that can disrupt the company's operations. However, in the end, this company still managed to overcome the existing challenges so it could try to maximize the use of its firm resources.

The results of this study also confirm that the Resource-Based View (RBV) remains relevant in explaining how software house companies can build competitive advantages through internal resource management. However, this study also shows that in the dynamic technology industry, RBV needs to be combined with other perspectives, such as Dynamic Capabilities Theory to better understand how companies can adapt to external changes.

Overall, this study concludes that PT Metro Indonesian Software has succeeded in managing its internal resources to create competitive advantage, even though it also faces existing challenges. However, with the right strategy in utilizing

human capital resources and organizational capital resources optimally, as well as developing a more sustainable innovation strategy, companies can maintain and strengthen their competitive position in the IT industry in general, and software houses in particular.

## **5.2 Research Implications**

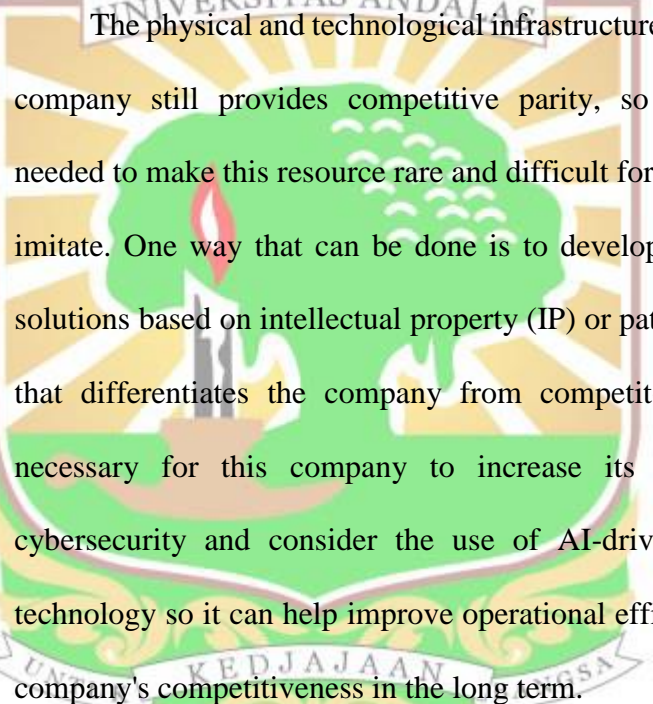
### **5.2.1 Theoretical Implications**

This study contributes to the strategic management literature by strengthening the application of Resources-Based View (RBV) in the IT industry, especially in software house companies. This study validates the importance of physical, human, and organizational capital resources, which are part of firm resources, in creating sustainable competitive advantage. This study also adds a new perspective to the RBV study by emphasizing the importance of the interaction between internal and external factors in creating competitive advantage. Although RBV traditionally focuses more on internal factors of the firm, this study shows that the sustainability of competitive advantage also depends on how the firm responds to external threats, such as market competition conditions, client needs, and technological developments. Therefore, this study encourages the integration of RBV with other strategic management perspectives.

### 5.2.2 Practical Implications

The findings of this study provide strategic recommendations for PT Metro Indonesian Software and similar companies in utilizing internal resources and facing external challenges more effectively. These practical implications are divided into three main aspects, namely:

1. Physical Capital Resources Management Strategy



The physical and technological infrastructure owned by this company still provides competitive parity, so innovation is needed to make this resource rare and difficult for competitors to imitate. One way that can be done is to develop technological solutions based on intellectual property (IP) or patented software that differentiates the company from competitors. It is also necessary for this company to increase its investment in cybersecurity and consider the use of AI-driven automation technology so it can help improve operational efficiency and the company's competitiveness in the long term.

2. Optimization of Human Capital Resources

Companies need to strengthen their recruitment strategies through internship programs and through built communities to ensure that companies can maintain access to the best talent before they are recruited by competitors.

### 3. Strengthening Organizational Capital Resources

Companies need to implement standards to measure employee performance, such as using the Key Performance Index, Objective and Key Result, Management by Objectives, or other methods according to the company's needs. This can help companies achieve goals in a more measurable way, thereby minimizing failure to achieve targets. Companies also need to use Enterprise Resource Planning (ERP) tools to improve coordination efficiency between teams.

### 5.3 Research Limitations

This study has several limitations that need to be considered, especially in terms of the selection of the single case study method, the analysis approach, and the scope of the theory used. This study only focuses on one object, namely PT Metro Indonesian Software in Padang City, so the findings obtained cannot be generalized to all software house companies because the conditions experienced by software house companies in other areas may be different. In addition, this study focuses more on primary data obtained from interviews and observations, which although provide in-depth insights, do not discuss in depth the quantitative data owned by the company. This is useful for measuring the real impact of the company's strategy on business performance in numbers, such as using sales



development data as supporting quantitative data. The use of primary and secondary data in further research can provide a more comprehensive analysis.

In terms of theory, the use of Resource-Based View (RBV) as the main theory provides implications in the form of a more general view of firm resources. This RBV view, in addition to focusing on the company's internal advantages, also considers external influences, although only as supporting factors. The generality of the theory used makes this study less specific in discussing the factors that influence these firm resources in more depth and measurably.

#### **5.4 For Future Research**

Based on the limitations that have been identified, further research can consider the following suggestions to obtain more comprehensive and applicable results.

- 1. Expansion of Research Scope**

By using multiple case studies, further research will provide a broader perspective on how software houses in various regions utilize their firm resources. By comparing several companies, research can identify more general or specific strategy patterns across business and geographic contexts.

## 2. Combine the Use of Primary Data and Secondary Data

Further research can combine the use of primary and secondary data more optimally to provide a more holistic analysis. In addition to interviews and observations, future studies can include quantitative data, such as sales growth, financial statements, and other financial indicators to measure the impact of corporate strategy on business performance more objectively.

## 3. Combine RBV with Other Strategic Approaches

In terms of theory, further research can develop a deeper analysis of firm resources by integrating additional theories such as Knowledge-Based View (KBV) to explore how companies utilize expertise and innovation as key resources. In addition, the Dynamic Capabilities (DC) approach can also be used to understand how IT companies can adapt to rapid changes in the business environment, then Ambidextrous Organization which can help analyze the balance between exploitation of existing resources and exploration of new opportunities, or other strategic management theories that can assess how the utilization of firm resources and other supporting factors for companies creates their competitive advantage.