

***LEVERAGE CAPABILITY STRATEGY UNTUK MENCAPAI
SUSTAINABILITY BUSINESS PERFORMANCE
PADA SHOPPING-MALL***

DISERTASI

Diajukan untuk memenuhi sebagian syarat untuk memperoleh
Gelar Doktor pada Program Studi Doktor Manajemen
Konsentrasi Manajemen Strategik



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UNIVERSITAS PENDIDIKAN INDONESIA
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***Leverage Capability Strategy to Achieve Sustainable Business
Performance in Shopping-Mall***

Oleh
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Sebuah Disertasi yang diajukan untuk memenuhi salah satu syarat memperoleh
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KATA PENGANTAR

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Disertasi ini disusun sebagai salah satu syarat untuk menyelesaikan studi pada Program Doktor Manajemen, Fakultas Pendidikan Ekonomi dan Bisnis, Universitas Pendidikan Indonesia. Penelitian ini berfokus pada *ambidexterity orientation* dalam Industri Pusat Perbelanjaan (*shopping-mall*) di Indonesia, khususnya yang tergabung dalam Anggota Pengelola Pusat Belanja Indonesia (APBBI). Studi ini mengintegrasikan konsep *strategic flexibility*, *leverage capability* dan *distinctive advantage program* dalam rangka meningkatkan *sustainability business performance*. Metode yang digunakan adalah CB-SEM dengan bantuan perangkat lunak AMOS Statistik. Penelitian ini diharapkan dapat memberikan kontribusi terhadap pengembangan teori mengenai *ambidexterity*, serta menghadirkan pendekatan baru melalui *leverage capability* sebagai strategi dalam menghadapi tantangan kompetitif di industri *shopping-mall*.

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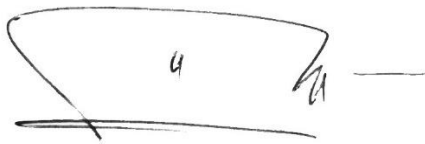
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Bandung, Agustus 2025

A handwritten signature in black ink, consisting of a stylized, elongated shape with a small 'u' inside, followed by a horizontal line and a small flourish.

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Bandung, Juli 2025

Yang membuat pernyataan



Muhammad Iqbal Alamsyah

ABSTRAK

Industri *shopping-mall* menghadapi tekanan signifikan akibat transformasi *digital* dan perubahan perilaku konsumen, yang berdampak pada penurunan tingkat okupansi serta mengancam keberlanjutan bisnis jangka panjang. Meskipun berbagai studi telah menyoroti aspek digitalisasi dalam ritel, kajian strategis yang memadukan perspektif *resource-based view* (RBV) untuk mengidentifikasi kapabilitas inti, *dynamic capability view* (DCV) untuk proses adaptasi, dan *relational-view theory* (RVT) untuk menjelaskan peran relasi eksternal, masih sangat terbatas dalam konteks industri pusat perbelanjaan. Penelitian ini bertujuan mengembangkan model strategi *leverage capability* untuk meningkatkan *sustainability business performance*, dengan mengintegrasikan tiga elemen utama: *ambidexterity orientation*, *strategic flexibility* dan *distinctive advantage program*. Pendekatan kuantitatif digunakan melalui survei dengan *extended likert scale* (1-7) terhadap 161 manajer atau pemilik *shopping-mall* yang tergabung dalam APPBI di wilayah Daerah Khusus Ibukota Jakarta, Jawa Barat, dan Banten. Data dianalisis menggunakan metode *covariance-based structural equation modeling* (CB-SEM) karena kompleksitas model. Temuan menunjukkan bahwa *strategic flexibility* dan *leverage capability* merupakan mediator utama dalam menjembatani pengaruh *ambidexterity orientation* terhadap *sustainability business performance*, dengan nilai *specific indirect effect* (0,294) dari *total indirect effect* (0,423) dan tingkat signifikansi $p < 0.01$, menunjukkan peran mediasi yang kuat dan signifikan. Secara khusus, *leverage capability* terbukti sebagai *linking mechanism* yang memperkuat nilai sumber daya internal (RBV), mempercepat siklus *sensing* dan *reconfiguring* (DCV), dan mendukung penciptaan nilai bersama (RVT). Implikasi praktis bagi mall ialah bahwa *strategic flexibility* merespons disrupsi pasar dan perubahan konsumen secara adaptif. Sedangkan, *leverage capability strategy* memberikan ruang integrasi sumber daya eksternal secara strategis. Keduanya menjadi fondasi penting bagi *sustainability business* dan *distinctive advantage* pada *shopping-mall* di era modern.

Kata kunci: *Leverage Capability, Sustainability Business Performance, Ambidexterity Orientation, Strategic Flexibility, Distinctive Advantage Program.*

ABSTRACT

The shopping mall industry is facing significant challenges due to digital transformation and shifting consumer behavior, leading to declining occupancy rates and threatening long-term business sustainability. While various studies have addressed digitalization in retail, strategic research that integrates the resource-based view (RBV) to identify core capabilities, the dynamic capability view (DCV) for adaptive processes, and the relational-view theory (RVT) for managing external relations remains limited in the context of malls. This study aims to develop a leverage capability strategy model to improve sustainability business performance by integrating three key constructs: ambidexterity orientation, strategic flexibility, and distinctive advantage program. A quantitative approach was used by surveying 161 mall managers or owners affiliated with APPBI in Jakarta, West Java, and Banten, using a 7-point extended Likert scale. Data were analyzed with covariance-based structural equation modeling (CB-SEM) to accommodate the model's complexity. The findings reveal that strategic flexibility and leverage capability are central mediators in the relationship between ambidexterity orientation and sustainability business performance. A specific indirect effect of 0.294 from a total indirect effect of 0.423 ($p < 0.01$) confirms strong mediation. Notably, leverage capability serves as a linking mechanism that enhances internal resource value (RBV), accelerates sensing and reconfiguring (DCV), and facilitates joint value creation (RVT). The practical implication is that strategic flexibility enables adaptive responses to disruption, while leverage capability supports external resource integration. Together, these capabilities form a strategic foundation for driving sustainability and distinctive advantage in modern shopping malls.

Keywords: *Leverage Capability, Sustainability Business Performance, Ambidexterity Orientation, Strategic Flexibility, Distinctive Advantage Program.*

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APPBI	: Asosiasi Pengelola Pusat Belanja Indonesia
Jabodetabek	: Jakarta, Bogor, Depok, Tangerang, dan Bekasi
YOY	: <i>Year on Year</i>
TBL	: <i>Triple Bottom Line</i>
SBP	: <i>Sustainability Business Performance</i>
AO	: <i>Ambidexterity Orientation</i>
SF	: <i>Strategic Flexibility</i>
LCS	: <i>Leverage Capability Strategy</i>
DA	: <i>Distinctive Advantage Program</i>
BP	: <i>Business Performance</i>
SEP	: <i>Social and Environment Performance</i>
ERO	: <i>Explorative Orientation</i>
ELO	: <i>Exploitative Orientation</i>
MOF	: <i>Mission and Objective Flexibility</i>
RF	: <i>Resources Flexibility</i>
PF	: <i>Policy Flexibility</i>
TP	: <i>Tenant Presence</i>
MEA	: <i>Mall Environment and Athmosphere</i>
MEV	: <i>Mall Events</i>
CSA	: <i>Collaboration and Strategic Alliances</i>
AI	: <i>Acquisition and Integration</i>
SEM	: <i>Structural Equation Modeling</i>
CB-SEM	: <i>Covariance-Based Structural Equation Modeling</i>
MBV	: <i>Market-Based View</i>
RBV	: <i>Resource-Based View</i>
RVT	: <i>Relational-View Theory</i>
DC	: <i>Dynamic Capability</i>
SCA	: <i>Sustainable Competitive Advantage</i>

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