

The Influence of Business Strategy, Service Quality, Governance, Knowledge Management, and Information Technology on Competitive Advantage in Autobus Companies in Java and Surrounding Areas

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ABSTRACT

The increasing phenomenon of autobus companies competing with each other has given rise to various strategies to win their competitive advantage, for this reason this research aims to investigate and analyze a number of factors causing competitive ability such as service quality, technology and information systems as well as knowledge management on the competitive advantage of autobus companies. The sample in this study was the manager or management of the AKAP Autobus Company (PO) which manages routes on the islands of Java and Sumatra with samples taken randomly at a number of bus agent locations, terminals and bus company locations, a total of 115 respondents. The data analysis tool uses SEM PLS which is primary data analysis using path analysis to examine latent relationship patterns in the data. The results of the research conclude that the variables business strategy, Governance, Knowledge Management and Information Technology have a significant positive effect on Competitive Advantage. Meanwhile, Service Quality has no effect on Competitive Advantage. The contribution of this research provides an understanding of the management of autobuses so that they can compete in the long term.

1. INTRODUCTION

Competitive advantage is the ability obtained by an organization or company, through characteristics and resources, to have higher performance than other companies in the same industry or market (Porter, 2008). Bus vehicles are a mode of transportation that is very popular with the public, because these vehicles are very practical and cheap in serving people to travel from one place to another, from city to city, from province to province so that many bus companies compete with each other to provide prices. Tickets are quite cheap and affordable to the public even though the facilities they provide are like a five star hotel. Therefore, with such fierce competition, there are not a few bus company which is starting to sink, is unable to follow the trend, even though previously these autobuses had a large fleet (Alfian, 2023). The Covid 19 pandemic, which has slowly begun to end, has had an impact on the performance of bus companies (POs), which have responded positively through various innovations in their fleet, such as making buses sleeper (Haryanto, 2023) and increase PO occupancy and is one of the strategies in business to gain income and be competitive in business (Porter, 2008). Business competition always occurs in various types and segments of business, including the Inter-City Inter-Provincial (AKAP) or Inter-City Within Province (AKDP) transportation services business which is characterized by many companies sinking or going bankrupt due to mismanagement or being unable to keep up. development of the times due to late rejuvenation, not providing proper facilities, recklessly not paying attention to safety (Yudha, 2022). The bus transportation industry in Indonesia is growing. Not only in Java, bus companies (PO) in Sumatra

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also do not want to be left behind in presenting super luxurious fleets for passengers. In order to compete for prestige, a number of bus POs from Sumatra and Java continue to emerge. In 2022, a number of 19,041 bus companies were registered with the Indonesian Ministry of Transportation, this has increased rapidly from 2021 which amounted to 5,349.

The business strategies carried out by various bus companies are very diverse, especially when facing a pandemic, some reduce their employees but there are also those who do shift work so as not to reduce their employees, as is done by PO SAN as quoted by *Bisnis.com* (Yati, 2022). Strategy in business is carried out by companies deliberately to carry out main activities that support the value chain to create unique value with the aim of creating a difference between the company's position and its competitors which can have more value for customers (Hunger, 2012). Apart from that, other bus companies are also trying to improve their services to the public with various innovations (Yudha, 2022) so that they continue to attract customer interest. Transportation is currently a primary need for all people who will support the smooth running of work, for this reason companies operating in the business sector must pay attention to strategy, service, governance and other things that will affect business sustainability.

The service provided to customers is very important because in essence the quality of service (*Service Quality*) can be known by comparing consumers' perceptions of the actual service they receive or obtain with the service they actually expect and want regarding the service attributes of a company (Parasuraman et al, 1988). According to *Kontan.co.id*, the maximum service provided by a number of bus fleet owners provides competition opportunities for a number of their bus companies, such as providing maximum facilities for providing services on holidays so that customers are comfortable and safe during their journey, rejuvenating units by providing first-class facilities. business, and so on (Andi, 2023). The maximum service provided to customers cannot be separated from the role of the leader who has innovation in leading the company. Strategic leaders will create wise and focused solutions because they will guide the formulation and implementation of policies within the company, strategic leaders will make critical improvements in aspects: business procedures, products and services because according to them the most important thing is to have a significant influence on business performance and success (Kreitner & Kinicki, 2010). The service business in bus companies is mostly owned by family companies, data from *The Family Business Institute* (2011) shows that 88% of family business owners in Indonesia currently believe.

that families will control their businesses within five years, however succession statistics refute this belief. Only around 30% of the business survives in the second generation, 12% in the third generation, and in the fourth generation or so it usually only runs around 3% (Medyawati, 2016). In this case, many autobus companies are owned by families and their descendants, so they are prone to problems of conflict of interest, both financial and power (Jensen & Meckling, 1976), therefore a good operational and management system based on technology is very necessary to create a stable company. Company management currently uses a lot of information technology assistance, because the use of modern technology will be better than the use of conventional technology (Halbouni et al, 2016), because companies using modern technology are in fact more advanced than conventional (backward) companies. The progress currently being made by bus companies is that fleets are equipped with various technologies that provide comfort, air conditioning, *Soundssystem*, a high-tech engine that is fuel efficient (Pribadi, 2020) as reported by *Republika.co.id*. Apart from that, customers can also order tickets via the *ticket.com* application, *Traveloka*, *Pegi-Pegi*, supermarket outlets (*detikOto*, 2022) as has been done by several bus companies, *Sinar Jaya*, *Haryanto*, *Keramat Djati*, *SAN* and so on. Of course, the innovations carried out are thanks to the contribution of knowledge management developed at the company, of course with the orientation of making the company more advanced and able to compete with similar companies.

Knowledge management is very important for organizational development because it is a very important knowledge management concept, and very useful for anyone who wants to start or maintain a business, because knowledge management provides many conveniences in organizational implementation such as: cost efficiency, ease of access, customer satisfaction, and so on (Prihanto et al, 2023). The application of knowledge management is also applied to a number of autobus companies in the form of innovations in improving safety and comfort as follows: electronic-based ticket sales, use of buses with a concept *sleepers*, made a bus body complete with an LED screen on the back of the body, providing toilet facilities that can be used for defecation activities when traveling long distances (*detikOto*, 2022).

Furthermore, knowledge management will be effective if it is based on good organizational management, because with good governance the company will be able to maximize the capabilities of the organization. [Salim & Andarwati \(2023\)](#) found that Business strategy has not increased competitive advantage. [Vijaya et al \(2021\)](#) found that: good service quality has not increased competitive advantage. [Yao & Li \(2023\)](#) found that information technology has not increased competitive advantage knowledge management represented in intellectual capital cannot increase competitive advantage. However, previous findings related to competitive advantage show that good governance cannot increase competitive advantage ([Yao & Li, 2023](#)).

Governance is more than just a system that is the main focus of regulating relationships between parties with an interest in the company and the company itself, as a company internal control system which has the main objective of managing significant risks in order to fulfill its business objectives through safeguarding company assets, and improving shareholder investment value in the long term ([Argandoña, 1998 and Morrell, 2009](#)). Good management of a bus company has an impact not only on customer comfort but also customer safety because it concerns the safety of passengers' lives. CNBC Indonesia reported that this management problem resulted in quite large fleet maintenance costs, but was not accompanied by adequate income as experienced by one of the Lorena autobus companies. The Covid 19 pandemic brought considerable losses to this company, due to the imbalance between operational costs and income earned, resulting in downsizing employees and cutting their salaries ([Sandria, 2018](#)), this research is important to carry out considering that mass transportation is a major need for society so that the formulation research problem: do business strategy, service quality, information technology, knowledge management and governance influence competitive advantage? Meanwhile, the research objective is to analyze the influence of business strategy, service quality, information technology, knowledge management and governance on competitive advantage. The topic used in this research is unique because the observations were carried out on objects that have not been widely carried out and found by other researchers, these objects play a very important role in economic, business, social, cultural life and so on. Meanwhile, the research variables used provide uniqueness in the types of variables that are not yet numerous and are found in other research with their diversity.

1. Resources Based View.

Resources-Based View (RBV) is the concept that a company can gain a competitive advantage if it has superior resources, the RBV view of companies is how they own, manage and utilize important strategic assets such as tangible and intangible assets to remain superior in competition and achieving good financial performance ([Wright et al, 1994](#)). RBV's focus is on a company's ability to sustainably maintain a mix of resources that its competitors do not have or can build in the same way.

2. Quality of Service

Service quality is one of the important factors that can help increase a company's competitive advantage, especially if the company is service-oriented. Several previous studies stated that by implementing good, maximum service quality and carried out with sincerity, it will provide customer satisfaction and subsequently become an advantage. used by company owners in competing with other companies ([Alvinus, 2018](#)) and ([Syapsan, 2019](#)). It is very important for companies operating in the service sector to pay attention to and prioritize the quality of the services they provide to customers

3. Competitive Advantage

According to ([Porter, 1998](#)), Competitive advantage is recognizing new ways of how companies carry out their duties, including: 1), Competitive advantage is the search for a profitable competitive position in an industry, as an arena for competition. Based on these two basic aspects of competitive advantage, Porter then describes them into three aspects of advantage which are better known as generic strategies, including aspects: overall cost leadership, differentiation and focus. [Suprianto \(2021\)](#) stated that competitive advantage is a company's specific strength that can enable the company to make products that are different from the products offered by competitors and have lower prices than competitors.

4. Information Technology

Technology and information systems (IT) as assets are capital for companies in operations which are also classified as other resources, namely human assets, physical assets, financial assets, institutional capital, which have a significant influence on competitive advantage ([Lai et al, 2006](#)) and ([Porter, 1980](#)) for this reason, companies continue to continuously develop technology to create IT-induced competitive advantages, companies also need to allocate resources (human, knowledge and capital) effectively and invest in innovative and sophisticated

technology of course in all fields because currently technology is very important for the development of the company with the resulting level of cost efficiency (Al-alak, 2011).

5. Knowledge Management

a series of value creation processes using knowledge based assets, including activities to identify and map company intellectual assets, create new knowledge as a competitive advantage, simplify and increase the accessibility of corporate information, share best practices, and use technology to facilitate these activities. Commerce-Database.com defines KM as:

“Process through which organizations generate value from their intellectual property and knowledge-based assets. KM involves the creation, dissemination, and utilization of knowledge”

The variable observed is competitive advantage as the dependent variable which is predicted by a number of independent variables, namely: business strategy, service quality, leadership, information technology, knowledge management and governance. This research was conducted in 2023 with an analysis unit of users of autobus company services in Java and the surrounding area.

This research uses a problem solving approach, a quantitative analysis technique of causal relationships that analyzes the influence between observed variables, namely independent and dependent. Data collection with proxies is a number of theories used as measurements of the two types of variables put forward in the research hypothesis:

H1. Business strategy has a positive effect on increasing competitive advantage

H2. Good service quality has a positive effect on increasing competitive advantage

H3. Information technology has a positive effect on increasing competitive advantage

H4. Knowledge management has a positive effect on increasing competitive advantage

H5. Good governance has a positive effect on increasing competitive advantage

2. METHODS

Reporting from Electronic Registration Identification data, there are three provinces that have the largest bus population, namely Central Java, East Java and West Java. So this research was conducted around the island of Java. This research was conducted using quantitative methods that examine causality (cause and effect) relationships between independent variables that influence the dependent variable, where the dependent variable in this research is an increase in competitive ability which is predicted to be influenced by various independent variables chosen in this research, namely: service quality, technology and information systems and knowledge management. Population, Sample and Unit of Analysis

The population in this research is a number of AKAP Autobus Companies (PO) that manage routes in the islands of Java and Sumatra with samples taken randomly at a number of bus agent locations, terminals and bus company locations. The unit of analysis for this research is the managers or management of PO AKAP totaling 115 respondents (Haryanto, San, Rosalia Indah, Agra, Sinar Jaya, Sudiro Tungga Jaya, Ramayana, Lorena, Sumber Alam, Excellent Pace, Smooth Progress and Jayaful Hope). The data collection technique for this sample uses a questionnaire (ordinal) with various variations of answers ranging from 1 - 6 starting from strongly disagree to strongly disagree without using neutral or doubtful answers which are modifications of the Likert scale. The questionnaire was distributed online to respondents, with a time span of one month for data collection. Furthermore, the data was processed statistically. The data analysis tool uses SEM PLS which is primary data analysis using path analysis to examine latent relationship patterns in the data, in conditions where there is no or only little knowledge about how the variables are related (Al-alak, 2011).

The population in the research were bus entrepreneurs who were members of autobus companies (PO) located in the islands of Java, Sumatra and surrounding areas. The sampling technique is used in research and it is easy to get data based on certain regions or areas where objects are taken randomly on the islands of Java and Sumatra where there are many automotive businesses.

3. RESULTS AND DISCUSSIONS

Results

Outer model testing

Testing the outer loading which requires each indicator to have a value above 0.6. From the table above, each indicator for all variables has a value above 0.6 and meets the requirements for validity testing. The following is a picture of the outer model test that meets the validity requirements.

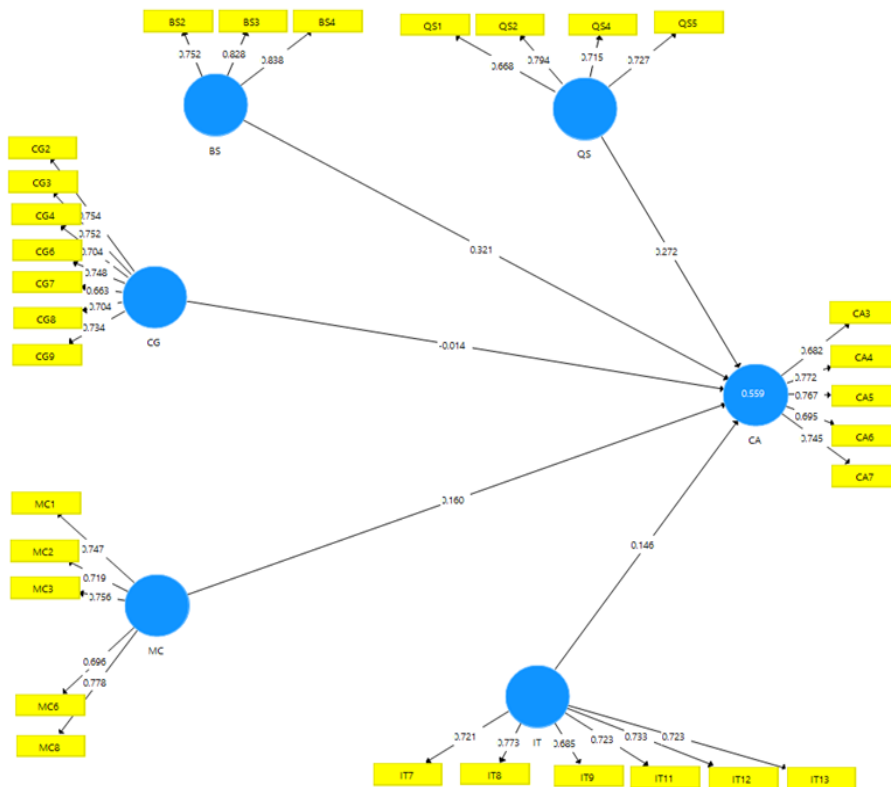


Figure 1. Outer Model Test

After the outer loading test is carried out, the next test is the validity test in table 2, shown by the AVE value > 0.5, and the reliability test shown by the CR and Cronbach Alpha test results showing a number > 0.7 (meets the requirements), as in table 2 below.

Table 2. Validity and Reliability Test

Construct Reliability and Validity	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
BS	0.731	0.735	0.848	0.652
CA	0.785	0.791	0.853	0.537
CG	0.848	0.853	0.885	0.524
IT	0.821	0.822	0.870	0.528
MC	0.795	0.801	0.858	0.547
QS	0.705	0.716	0.817	0.529

Inner Model test

Table 3. R Square Test

	R Square	
	R Square	R Square Adjusted
CA	0.559	0.540

The R Square test results above show an Adj R Square value of 0.54, meaning that variable X consists of Business strategy, service quality, information technology, knowledge management, good governance have a 54% influence on competitive advantage.

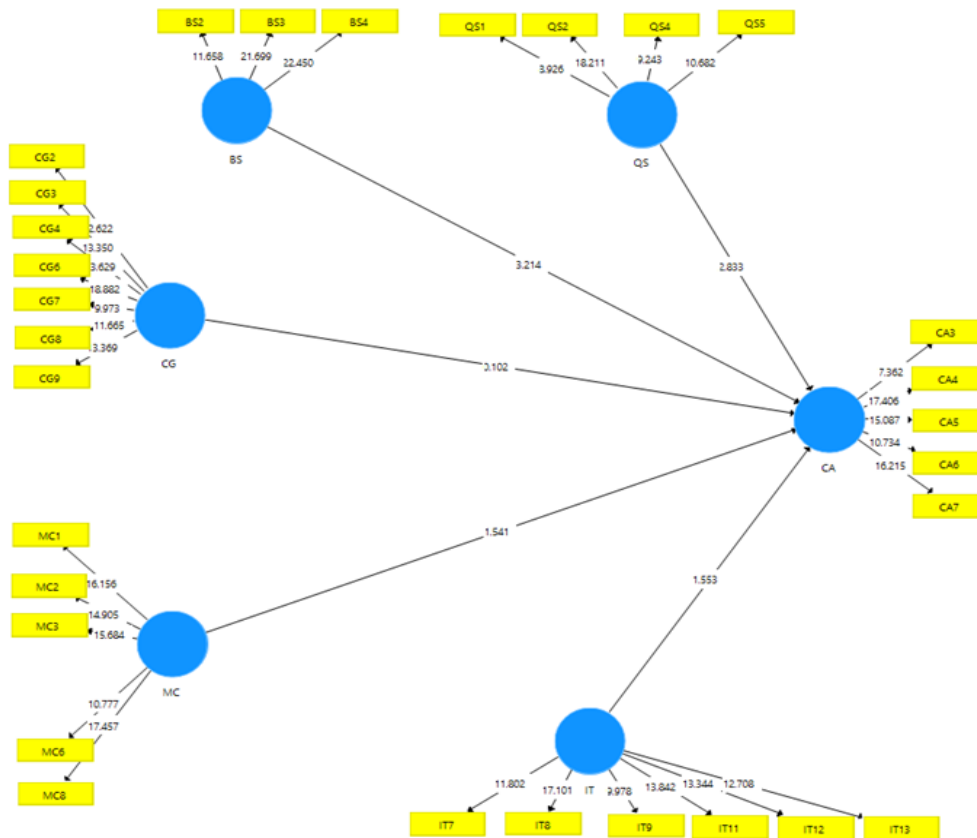


Figure 2. Bootstrap test

Tabel 4. t-Test

	Path Coefficient				
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BS -> CA	0.321	0.318	0.100	3.214	0.001
CG -> CA	-0.014	-0.005	0.139	0.102	0.459
IT -> CA	0.146	0.142	0.094	1.553	0.061
KM -> CA	0.160	0.160	0.104	1.541	0.062
QS -> CA	0.272	0.277	0.096	2.833	0.002

Discussion

Business Strategy and Competitive Advantage

A good business strategy can significantly increase a company's competitive advantage. An effective business strategy not only helps a company to understand the market and its competitors, but also makes it possible to find ways to differentiate and offer added value to customers. A good business strategy can also help companies to improve their operational efficiency, reduce production costs, and increase productivity. This can help companies to offer more competitive prices or increase profit margins.

Good Service Quality and Competitive Advantage

The research results concluded that there was no influence of service quality on competitive advantage. Good service quality tends to create stronger relationships between companies and customers. Customers who feel valued and listened to are more likely to remain loyal, even if competitors offer lower prices. However, good service does not necessarily build a positive reputation for the company if the quality of the service provided is not continuously improved and remains the same as before. Customers who are less satisfied are less likely to provide positive testimonials and recommend the company to others. This

can reduce the company's performance to gain an edge over its competitors who may have a less good reputation. Good service should be able to help improve operational efficiency by reducing the number of complaints or problems that must be handled by the company. This can save time and resources that could be allocated to improving services or product development.

Information Technology and Competitive Advantage

Effective use of information technology can increase operational efficiency, expand market reach, accelerate product innovation, and increase interaction with customers. Porter (1980) information technology can provide competitive advantages for companies. Proper use of information technology can change the way companies operate, interact with customers, and compete in the marketplace. The role of information technology in creating competitive advantage for companies. Through e-commerce, business analytics and digital transformation, all of which can help companies achieve competitive advantage in a rapidly changing business environment.

Information Technology (IT) is often considered one of the main factors in creating and sustaining competitive advantage. However, there are situations where IT may not have a significant impact or may not deliver the expected competitive advantage. In some cases, non-technological factors such as product quality, customer service, or marketing strategy may have a greater impact on competitive advantage than IT. For example, a company that focuses on product innovation or customer experience may be better able to compete than a company that relies solely on IT. Improperly implemented technology or inadequate IT infrastructure can result in failure to gain the benefits of IT. For example, if IT systems are slow or experience frequent outages, this can hinder productivity and not add value.

Knowledge Management and Competitive Advantage

Knowledge management has a significant impact on a company's competitive advantage. The ability to collect, store, manage, and share relevant knowledge can help companies to be more responsive to market changes, improve operational efficiency, and promote innovation. Through evaluating the success or effectiveness of knowledge management. can contribute to an organization's competitive advantage.

Product innovation and research & development (R&D) are often the main sources of competitive advantage. If KM is not integrated into the innovation and R&D process, the benefits of KM may not be immediately visible in terms of competitive advantage. In highly dynamic industries, such as high-tech or fashion, market and technological changes can occur very quickly. In this context, competitive advantage may be more influenced by rapid adaptability and innovation than by knowledge management. Although KM is often considered a critical element in creating and sustaining competitive advantage, there are situations where KM may not have a significant impact. External factors, poor KM implementation, focus on other more critical aspects, different industry needs, and the quality of knowledge managed can affect the effectiveness of KM in providing competitive advantage.

Governance and Competitive Advantage

The broad framework principles for good corporate governance, such as transparency, accountability and shareholder involvement in creating long-term value for the company are the basis for increasing competitive advantage. Good governance refers to the way of managing and directing including the decision-making process, management structure, transparency, accountability, and compliance with relevant regulations and standards. When an organization implements good governance practices, this can provide various benefits that have a positive impact on competitive advantage. Good governance ensures that decisions are taken rationally and based on data, and are useful for responding to market changes. Availability of relevant information for all parties involved. Compliance with applicable regulations and standards so as to minimize legal risks. Helping to identify, evaluate and manage risks more effectively can provide a long-term competitive advantage. By implementing good governance practices, companies can optimize their performance, increase stakeholder trust, and strengthen their position in market competition.

However, the effect of corporate governance on competitive advantage can vary depending on the specific context and situation of the company. Competitive advantage is often influenced by many external factors such as market conditions, technological changes, and consumer behavior. Corporate governance alone cannot guarantee competitive advantage if these external factors are not supportive. Corporate governance has the potential to positively influence competitive advantage by improving investor confidence, risk management, and corporate reputation. However, its impact may not always be direct or significant when compared to other factors that also influence competitive advantage. Therefore, it is important for companies to consider corporate governance as one of many elements of strategy in their efforts to achieve and sustain competitive advantage.

4. CONCLUSION

Based on the results of data testing and discussion to answer the hypothesis, it is concluded that variables business strategy, Governance, Knowledge Management and Information Technology have a significant positive effect on Competitive Advantage. Meanwhile, Service Quality has no effect on Competitive Advantage. As a suggestion, the research supports the need for research across otobus industries and broader regions to broaden the applicability of the findings. Additionally, further exploration is needed to explore the research for Indonesia transportation public.

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