

RESOURCE-BASED VIEW STRATEGY TO IMPROVE THE PERFORMANCE OF INDONESIA- CHINA RELATIONS: A META- SYNTHESIS

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RESOURCE-BASED VIEW STRATEGY TO IMPROVE THE PERFORMANCE OF INDONESIA-CHINA RELATIONS: A META-SYNTHESIS

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ABSTRACT

The quality of state cooperation is a stage that can be measured as a performance. This can also occur in a bilateral relationship between Indonesia and China that is increasing, along with the Belt and Road Initiative (BRI) established by China at the end of 2013. Many previous studies have seen BRI as a project that has great potential to provide Chinese influence globally but also not a few who doubt it. This view gap will be solved by this research through the perspective of a resource-based strategy. This study aims to examine whether the resources "China's smart power" and the role of the Chinese diaspora community in Indonesia can improve the quality of bilateral relations between Indonesia and China towards the realization of BRI.

A meta-synthesis was carried out on empirical studies from previous studies in various sources at different times with the position of the year of publication from 2015-2019. This paper contributes to the management of resource-based strategies to improve performance related to the science of international relations. The theoretical and practical implications of this research are on valuable guidance in the future about investing in internal and external resources to improve the performance of bilateral among the two countries, especially Indonesia and China.

Keywords: strategic management, resource-based view, China's Smart Power, Chinese diaspora community, bilateral, Indonesia-China relations

1. INTRODUCTION

China-Indonesia relations experienced the lowest position during the "New Order" (1966-1998) which was filled with suspicion. Jakarta suspended diplomatic relations and direct trade relations with Beijing. Significant progress occurred after the fall of the "new order" government in 1998 (Amalia, 2018; Liu, 2016; Setijadi, 2016). Relations between the two countries improved and cooperation began. Both countries realize that not only Indonesia needs China, for trade and financial assistance, but China also needs Indonesia. Indonesia has a strategic sea line for energy security, trade and also China's strategic maneuverability because eighty percent of China's oil imports pass through the Malacca Strait. Indonesia is a source of important natural commodities for China such as palm oil, coal and liquefied natural gas. Thus, it is important for China to increase its soft power towards Indonesia.

Soft power itself is a power or ability that is able to attract others to ultimately lead to compliance in achieving our goals. Nye (2004) and Amalia (2018) argue that there are three main resources for a country's soft power: "its culture (in places that are attractive to others), its political values (when lived in the country and abroad.), and its foreign policy when they are seen as legitimate and have moral authority". Meanwhile, Amalia (2018) himself added that economy and even military can contribute to soft power. Since the strategic policy of One Belt, One Road (OBOR) or the Belt and Road Initiative (BRI) was delivered by Xi Jinping in Indonesia in October 2013 (Jetin, 2018), the pattern of soft power activities has shown an increase in various fields (finance, trade, investment, foreign direct, and educational scholarships) and this has an influence on Indonesia's policy choices.

BRI's realistic implementation will continue to be developed and in its journey there will still be many obstacles from ambivalent partner countries (Gong, 2019; Hong, 2016; Jetin, 2018) or also domestically by natives in these countries, including in Indonesia itself (Minghua & Ingkretia, 2016; Setijadi, 2016). Cooperation with neighboring countries, especially in the ASEAN sphere by carrying out BRI's mission will provide great potential to adapt it to the changing international situation (Aoyama, 2016). Thus, the domestic role through the diaspora community in Indonesia as the pendulum between Indonesia and China can be an alternative driver of BRI policy (Lan, 2018).

Soft power resources and the context of the diaspora community in enhancing the thrust of BRI in the context of Indonesia-China relations can be seen as a resource based view (RBV) approach in the strategic management study. Resources are various types of inputs that enter into an operational process that enables an entity (organization or country) to be able to create value according to the entity's vision and mission. In consideration of its non-physical nature, namely culture, values and policies as well as community resources, all of these resources are included in the category of intangible resources (Solihin, 2016). Peter FitzRoy, Hulbert, Ghobadian, & O'Shannassy (2012) categorizes these intangible resources in three types: human capital, structural capital, and customer capital.

Efforts to improve the creation of a better Indonesia-China relations require a deeper understanding of the extent to which the soft power approach has been taken by the government of the People's Republic of China and the role of the diaspora community in realizing it. Previous studies have been carried out and made many contributions according to their respective elements or fields. The systematic synthesis of relevant qualitative studies about the soft power approach and the diaspora community as a resource that affects BRI in the Indonesia-China relationship will provide more complete knowledge than those derived from individual studies alone. This can help in the interpretation of single study findings; help explain variations or conflicts in research findings; allows the development of new theories; and help inform the design of new research interventions (Siswanto, 2010). In addition, it allows identification of gaps in existing Indonesian-Chinese relations research.

2. RESEARCH METHOD

The search for published scientific articles or references that were published was identified through Google's online electronic database in July 2019 by searching text words or a combination of: "china's soft power" in Indonesia, "china's smart power", "chinese diaspora community", "indonesia-china relationship", and related words in articles or abstracts. Searches are limited to original articles published in English between 2015 and 2019.

Search results show around 174 articles for "china's soft power" in indonesia and become even narrower to only 4 articles when using "china's smart power". Meanwhile, the use of "Chinese Diaspora Community" shows 138 articles and becomes narrower to only 48 articles when specifically using the word "Indonesia". Meanwhile, the search for "Indonesia-China relationship" shows 19 articles.

Following up on all references from the original papers obtained, a review process that was relevant to the topic of the abstract by involving fellow researchers was carried out. In principle, the article was excluded if they did not investigate at least two related variables from the four main variables of this study, namely china's soft power, Chinese diaspora, Indonesia-China relationship and belt-road initiative (BRI). Finally, after checking all identified abstracts, removing duplicate articles, and reading the full text version, 30 articles were considered for inclusion.

3. RESULT & DISCUSSION

Thirty original research articles meet the inclusion criteria. All of them use a qualitative approach and the findings are combined and categorized into domains that follow resources based view in strategic management from Peter FitzRoy et al. (2012) The presentation of these findings is organized into two core themes with several variables in them, namely: Intangible resource themes referring to Peter Fitz Roy et al. (2012) which includes categories 1) Human Capital, 2) Structural Capital, 3) Customer Capital and also the theme of BRI's policy role in strategy according to Mintzberg (1994) with categories as 1) Plan, 2) Pattern, 3) Perspective, 4) Position and 5) Ploy. Table 1 provides an overview of the understanding of qualitative studies included according to categories arranged in the perspective of the RBV and strategic management.

Table 1. Emerging categories and understandings of the qualitative studies involved

Categories	Views & Understanding of primary research	References (n)
Human Capital	Human capital includes all kinds of knowledge, abilities, experience and motivation possessed by China. China has Confucian human capital as an understanding of harmony, togetherness and intellectual dialogue, public diplomacy for trade and political diplomacy in maritime cooperation for international security and peace or in party policy.	(Dellios & Ferguson, 2017; Lahtinen, 2015; Lan, 2017; Mikhnevich, 2015; Zanardi, 2016) (5)
Structural Capital	Structural capital includes processes, procedures, institutional structures, cultural values, and all other intellectual property. China has the structural	(Amalia, 2018; Chan & Cheng, 2016; Dellios & Ferguson, 2017; Lahtinen,

Categories	Views & Understanding of primary research	References (n)
	capital of the Confucius Institute as an institution that disseminates Chinese cultural, ethical and language values, trade networks, economy, finance / investment, educational scholarships, ways of working on infrastructure development, and other foreign policies.	2015; Lan, 2017; Mikhnevich, 2015; Setjadi, 2016; YaGCI, 2018; You, 2018; Zanardi, 2016; Zhou & Luk, 2016) (11)
Customer Capital	Partnership capital includes the values embodied in the partnership relationship between China and Indonesia. Understanding and the needs of Indonesia as an ASEAN country towards China as capital are the Chinese ethnic, the diaspora community, the media, trade and education networks of the Chinese diaspora, the re-synification process after the New Order era or multiscale citizenship of the Chinese diaspora which carries the potential as a diplomatic ambassador for Indonesia's development.	(Efendi & Abubakar, 2017; Hoon, 2017; Lan, 2018; Liu, 2016; Liu & Zhou, 2019; Minghua & Ingketrna, 2016; Setjadi, 2016) (7)
Strategy as a Plan	The OBOR / BRI policy is an integrated, comprehensive and integrated plan to realize political, economic, and "Chinese dream" stability in the regional and international arena.	(Hong, 2016; Jie, 2017; Lahtinen, 2015; Li, 2015; Pop, 2016, 2016; YaGCI, 2018) (6)
Strategy as a Pattern	The OBOR / BRI policy is a strategy planned by China through a planning process (intended strategy) which translates into a deliberate strategy action and in reality often turns into an unrealized strategy . Conversely, a strategy not intended beforehand can emerge as an alternative strategy (emerging strategy) which if implemented will be a strategy that can be realized (realized strategy).	(A. Ferdinand, 2006; Gong, 2019; Hong, 2016; Hoon, 2017; Jatin, 2018; Jie, 2017; Kang, Peng, Zhu, & Pan, 2018; Lan, 2018; Maulana, 2018; Ploberger, 2017; Pop, 2016; Sarker, Hossin, Yin, & Sarkar, 2018; Setjadi, 2016; YaGCI, 2018; Zhou & Luk, 2016) (15)
Strategy as a Perspective	The OBOR / BRI policy is thought in Chinese strategic decision makers as cultural values to be made as shared values for shared life with partner countries, including Indonesia.	(Amalia, 2018; Dellios & Ferguson, 2017; Lan, 2017, 2018; Liu & Zhou, 2019; Mikhnevich, 2015; Setjadi, 2016) (7)
Strategy as a Position	The OBOR / BRI policy is a strategy to put China in a global environment , which tries to connect Asia and Europe or Eurasia in the midst of the lack of American domination in much of this region.	(Aoyama, 2016; Aris, 2016; A. Ferdinand, 2006; Hong, 2016; Lahtinen, 2015; Li, 2015; Liu, 2016; YaGCI, 2018; You, 2018) (9)
Strategy as a Ploy	The OBOR / BRI policy is a specific maneuver or way to pose a threat or decrease in the interest of other super competitors in the Eurasian and international regions.	(Aoyama, 2016; A. Ferdinand, 2006; Hong, 2016; Li, 2015) (4)

Based on 47 themes and categories understanding above, we developed a model to illustrate our understanding of the RBV in its role in the quality of relations between Indonesia and China towards the realization of BRI (Figure 1). Resources owned by the government of the People's Republic of China in implementing soft power policies can include internal or external. Internal resources are special, different and valuable resources from other countries and come from China itself. External resources are special, different and potential resources that come from outside China. Confucius' values of harmony, culture, ethics, language and institutions are internal resources. Meanwhile, the Chinese diaspora community with media and education networks and the multi-scale nature of its citizenship are external resources. The existence of these resources is unique and requires the capacity to be able to utilize these resources to obtain benefits and make them productive in order to encourage the achievement of planned strategies.

Potential resources as the ability to empower these resources themselves are demanded to be more dominant to internal resources, including public diplomacy, political diplomacy, approaches to creating trade networks, the economy, finance, infrastructure development and education networks. This capability is essentially together with the resources in the soft power policy is expected to be able to drive the BRI strategy that has the potential to improve relations between Indonesia and China.

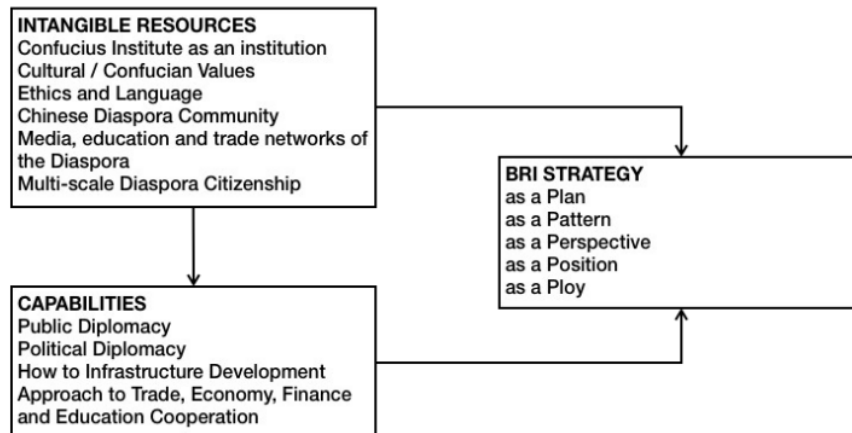


Figure 1. Model of resources based view in the BRI strategy

In the context of smart power, this study refers to Akcadag Alagoz (2019) who proposes a revision of the meaning of smart power with five criteria for assessing the 'intelligence' of a power, namely: 1) the ability to achieve targeted goals; 2) skills to use resources in such a way that they strengthen one another; 3) good interpretation of existing regional and global contexts; 4) time planning; and 5) compatibility with long-term interests. For example, in the case of territorial disputes over a group of islands, military intervention on these islands may be the fastest way to get results, but cause the legitimacy of this action will be a matter of debate, the use of hard power can damage the implementation of soft power and hamper long-term interests country. Thus, smart power is actually a capacity or ability that involves 1) the target element, 2) an understanding of the capacity of the self in achieving the target, 3) regional and global context, 4) compatible tools & time to reach the target.

Reasons for the OBOR Initiative or BRI have been widely discussed by many studies. China experiences overproduction and capacity. A high workforce with low manufacturing value and labor intensive needs a bigger container, which is to go abroad. This also encourages investment opportunities for Chinese investors. Thus it is not surprising that BRI became a priority strategy in Chinese foreign policy as a counterweight to the "Western Outlook" strategy in Asia (Li, 2015; YaGCi, 2018). China's target is to realize the "Chinese dream" achieved (P. Ferdinand, 2016; Lahtinen, 2015), namely in terms of ensuring political stability by providing strong and sustainable economic growth in the country (Aris, 2016). However, it positioned China to realize the "dream of the world" (P. Ferdinand, 2016) through efforts to develop a network of economic cooperation and shift its international influence from what was originally a "low profile" to active conditions seeking more achievement (Li, 2015). This is the target element in the first view of this study regarding Chinese smart power.

The second view of understanding one's capacity to achieve targets is determined by the Asian Infrastructural Investment Bank (AIIB), the BRICS Development Bank, the Confucius Institute (CI), and the navy as an alternative institutional resource capable of being managed in diplomacy packaging and enhancing cooperation networks in various field. This makes Beijing to use these various resources to strengthen one another. For example, by contributing to the development of infrastructure in neighboring countries and improving their living standards, China can not only promote a friendly image, but can also create other networks of cooperation in the fields of economy and education that can be relied upon. Comprehensive input in many previous studies mentioned that Beijing, which does have a strict political system, should pay attention to the values of harmony as well as in its foreign policy. Policy potentials that foster cultural openness, social dialogue, and attract the diaspora community and the intellectual capital of neighboring countries, including Indonesia to study and work in China can be one of the efforts to overcome the deficit of trust (Dellios & Ferguson, 2017; Lan, 2017; Mikhnevich, 2015). Understanding that the vision and mission of the "Chinese dream" that is realized through "the dream of the world" must indeed run in harmony even though it is carried out optimistically with risk prone. The success of BRI's embodiment does not lie in China's own hands, so there is the potential for uncertainty (P. Ferdinand, 2016). Thus, a pendulum that always measures the balance between domestic political policy and foreign policy, especially with neighboring countries over the progress of the BRI strategy and especially Indonesia is needed.

The third view regarding Chinese smart power is in the regional and global context. The Chinese government has indicated its position "start with what we can" and as such, BRI will change according to the changing international situation, making this concept very fluid (Aoyama, 2016). BRI's strategy in Beijing's efforts to realize the world's dream will put this strategy as a policy of China's position in the eyes of the world. The concern of many neighboring countries in ASEAN is that making BRI a great strategy to develop an "Asia dominated by China" will continue to experience adjustments and shift towards a "public" strategy and not a "conspiracy" (Hong, 2016). The AMPC (ASEAN Master Plan for Connectivity) 2025 policy is not discussed by OBOR / BRI but mentions AIB as a means of financing ASEAN / regional infrastructure development. This shows that in bilateral and sub-regional cooperation activities the embodiment of BRI will be far more effective (Gong, 2019; Jetin, 2018). China's outward foreign direct investment (OFDI) has increased significantly. OFDI before the initiative in the OBOR / BRI countries was about 40% higher than in the Non-OBOR countries. After the initiative, OFDI from China increased 46.2% in the post-announcement period 2014-2015 (Kang et al., 2018). Studying the views in previous research, the regional and global policy context places the target fields primarily on culture and education, exchanges between citizens, infrastructure, economics, politics, and security. The goals of the field of cooperation in this regional and global context also show the difference between preferably focusing on the economy or in infrastructure (Kang et al., 2018). According to Jetin (2018), infrastructure development in Southeast Asia shows clear evidence of encouraging local economic activities and developing human resources at the regional level. By paying attention to the BRI strategy mapping which was originally planned and then deliberately controlled to be realized, the Chinese government is very likely to anticipate it through various strategies that emerge and evaluate the possibilities of strategies that did not succeed.

Meanwhile, in the last view regarding smart power is the selection of the use of programs that use existing resources in a timely manner related to the situation of neighboring countries, especially Indonesia in addition to the Western power that has fallen in prominence in Asia. In Indonesia, the rise of China and the start of Chinese foreign policy initiatives sparked pride among the Chinese diaspora community and also anxiety over the historical experience of assimilation in the New Order era. This is especially felt in the case of identity construction, which explicitly shows their Indonesian identity, while maintaining the existence of Chinese culture through a mixture of cultures and media use (Minghua & Ingkretia, 2016). This Chinese diaspora community runs with diverse views and aspirations. The purer has been culturally and linguistically oriented to establish commercial business relations with China. In the new climate of Indonesian-Chinese cooperation, the Chinese diaspora community can potentially play an important role of 'bridging' cultural and commercial (Setjadi, 2015). As such, their role is as a dynamic agent of change, which connects and simultaneously identifies the main groups among the diaspora: 1) that links China's national policy and international consequences; 2) that connects the politics of the local ethnic Chinese community itself; and 3) linking the politics of non-Chinese hierarchy in Indonesia (Liu, 2016). This is in line with the opinion of Lan (2018) that the potential arises because of multiscale citizenship, given that their citizenship is related to the history and biography of their ancestors, transnational, national and local.

4. IMPLICATION & FUTURE RESEARCH

After going through a meta-analysis and study approach that is sufficient in describing the extent of the development of the Indonesia-China bilateral relations towards the realization of BRI from the perspective of the RBV, particularly smart power resources, several recommendations were proposed along with their implications for stakeholders:

1. The realization of the "Chinese dream" by realizing the "world dream" requires a different foreign policy approach by the Chinese Government which has a strict political understanding of its domestic policies. The potential of foreign policy that fosters cultural openness, social dialogue, and attracting the diaspora community and the intellectual capital of Indonesian citizens to study and work in China can be one of the efforts to overcome the deficit of trust that arises. Smart power through openness is more displayed in terms of understanding the fields in human capital resources, non-political structural capital and bridged by the diaspora community that is trusted and competent by both countries.
2. By taking into account the BRI strategy mapping that was originally planned (intended strategy) and then deliberately controlled (deliberate strategy) to be realized, then the Chinese government chose is correct, which indicates its position "start with what we can" and thus, BRI will change according to the changing international situation. BRI slowly but surely embodies a variety of alternative strategies (emerging strategies) which, if implemented, can be an effective strategy to be realized (realized strategy). This smart power has practical

implications to assist the Chinese government in producing the right tools to measure BRI's progress through a strategy approach as a pattern.

3. Bilateral and sub-regional cooperation activities are felt to be still quite effective in creating conditions for the realization of BRI rather than taking them to the level of broad regional relations. This is a smart power that is very possible considering the different interests between China and one by one neighboring country, both in the east economic circle in Asia and the western economic circle in Europe. Thus, the two countries, both China and Indonesia can develop specific bilateral relations that have been established. Infrastructure development in Southeast Asia, especially in Indonesia, shows evidence that is more effective because from this it encourages the emergence of local economic activities and the development of human resources, including the exchange of intellectual capital that brings better bilateral development.
4. The role of tools and the right timing for the improvement of bilateral cooperation on an ongoing basis can be decisive which will accelerate the realization of BRI in relations between Indonesia and China. As already mentioned in implication no. 1, the Chinese diaspora community in Indonesia with their three roles as agents of change and their media, culture and education networks can be an effective tool to accelerate alternative strategies developed by the Chinese and Indonesian Governments for regional development.

The development of the RBV-based Smart Power model by the Chinese Government can be illustrated based on the above recommendations as shown in figure 2. The target to realize the dream of China is to realize the dream of the world, essentially achieved by starting to self-understand the resources and capabilities of the Chinese government. How all of that is managed and able to achieve the target will be largely determined by how far the BRI strategy is realized with a flexible approach according to changes that occur in a global context. Thus, the context of international relations which is still effective through bilateral and sub-regional relations as well as the empowerment of the Chinese diaspora community in Indonesia as a means of agents of change, mediators and determiners of long-term relations will become active moderators in achieving the target of the Chinese government. The effectiveness of this smart power model will also significantly improve relations between Indonesia and China.

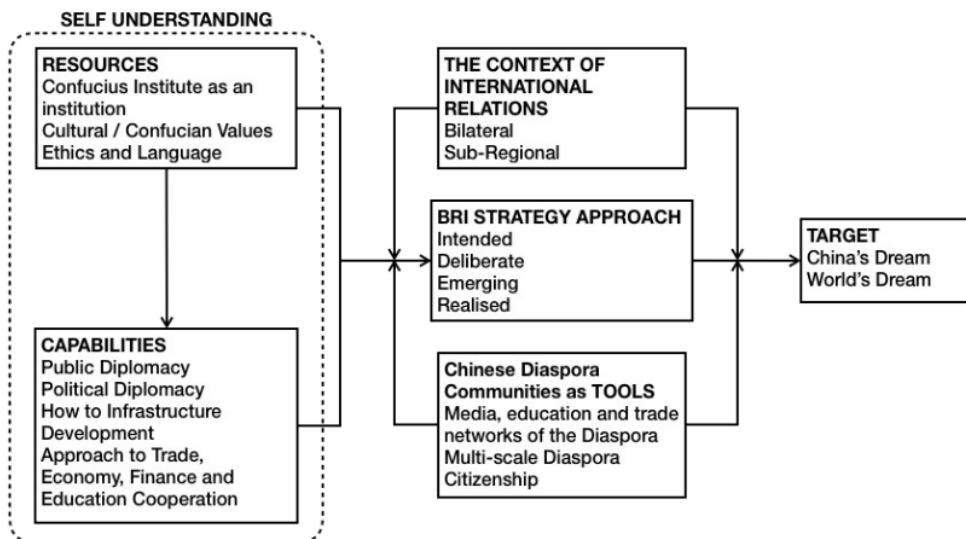


Figure 2. The model of RBV-based Smart Power in the BRI strategy

This model can also in turn be developed in the interest of the Government of Indonesia with a focus on realizing superior human resources towards advanced Indonesia. This will be an interesting idea for further research.

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