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Analysis of Sustainable Competitive Advantage Influenced by Organizational Culture and Leadership Behavior through Technological Innovation

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Abstract

The author conducted research on the manufacturing industry of two-wheeler spare parts and metal stamping located in Bogor Regency, specifically at PT. NKP. The study identifies several factors related to the company's readiness to face the era of free trade in this competitive business world. The first factor is leadership behavior, which plays a crucial role in determining the strategic direction of the company and influencing organizational performance. Effective leaders are capable of inspiring and motivating employees, making accurate strategic decisions, and managing change effectively. Michael E. Porter emphasizes that strategic leadership behavior is key to creating and maintaining competitive advantage. Visionary, analytical, and innovative leaders can steer the organization toward achieving long-term goals. The purpose of this study is to examine the influence of organizational culture and leadership behavior on sustainable competitive advantage through technological innovation as an intervening variable within the two-wheeler spare parts and metal stamping manufacturing industry in Bogor Regency, specifically at PT. NKP. The research involved 84 middle and top-level leaders, with all respondents included at a 5% margin of error. Data collection techniques employed were questionnaires and direct observation. Data analysis was conducted using the Smart Partial Least Square (PLS) version 3.0 method. The data analysis used in this research examines the relationships between variables, including structural relationships (between latent variables) as well as reflective or formative relationships (between latent variables and their indicators).. The research findings prove that visionary and participative leadership behavior has been a key factor in strengthening the technological innovation process at PT. NKP. Similarly, a strong organizational culture plays an important role in creating a conducive work environment for innovation. Organizational values that support collaboration, creativity, and adaptability to change provide a solid foundation for the effective implementation of technological innovation.

1. Introduction

In today's highly competitive business world, a company's ability to maintain a sustainable competitive advantage is becoming increasingly crucial. Companies must not only outperform competitors in the short term but also maintain that position in the market in the long term. Sustainable competitive advantage is achieved through a variety of factors, including internal strengths of human resource management, organizational learning, leadership behavior, organizational culture, and technological innovation.

The main competitors in the metal stamping and 2-wheel spare industry competition are very many, some of which have become Astra's parent company are PT. Velasto in Citeureup, Bogor Regency, then PT. ASKI Astra Component Otopart in Cibinong, Bogor Regency, then PT. WIKA Industri Gesits located in Narogong Bogor, as well as several Astra subsidiaries in the Narogong Bogor industrial tower area which are the main suppliers to Astra Honda Motor, namely PT. Astra Otoparts Div. Adiwira Plastik and PT. Suryaraya Rubberindo Industries, They are the main players who take most of the market to Astra Honda Motor. In order to be part of this manufacturing industry, PT. NKP has made systematic changes in order to be able to compete in an era of tight competition by prioritizing competitive advantages in the field of manufacturing the 2-

wheel spare part automotive industry and Metal stamping in Bogor Regency.

In the initial pre-research in the spare part manufacturing industry of wheels and metal stamping in Bogor Regency PT.NKP, the author identified several factors related to the company's readiness to welcome the era of free trade in this business world competition, the first of which is that leadership behavior plays an important role in determining the company's strategic direction and influencing organizational performance. (Tennent, 2020) Effective leaders are able to inspire and motivate employees, make the right strategic decisions, and manage change well. Michael E. Porter (Vroom et al., 2015) states that strategic leadership behavior is the key to creating and maintaining competitive advantage. Visionary, analytical, and innovative leaders can direct organizations towards achieving long-term goals.

The third largest dominant factor is Technological innovation is one of the main factors that can strengthen the relationship between leadership behavior, organizational culture, and sustainable competitive advantage. Technological innovation includes the development and application of new technologies that can improve operational efficiency, reduce costs, and create better products or services.

From the results of pre-research and literature studies, a research gap was found in the research presented by (Sherlin, 2016), with the research title The Influence of Product Innovation and Marketing Performance on Competitive Advantage (Case Study of Small and Medium Industries of Kerinci Batik), with the variables of innovation and competitive advantage, where the results of the study stated that there was no significant influence between product innovation and marketing performance on the competitive advantage of Kerinci batik products. Then the next study also became a research gap from (Hili & Henanussa, 2024), with the research title The Influence of Organizational Learning on Competitive Advantage Through Leadership at Private Universities in Makassar City, with the variables of organizational learning, competitive advantage, leadership, The results of the study showed that Organizational Learning had a positive but not significant effect on competitive advantage, where organizational learning and its relationship with technological innovation are one of the elements of organizational learning.

From the results of the problems found and the results of the literature research gap, the author carries the research theme "Analysis of Sustainable Competitive Advantage Influenced by Organizational Culture and Leadership Behavior Through Technological Innovation".

The objectives of the research on the influence of Management, Facilities and Infrastructure and Curriculum on Competitiveness are as follows:

1. To test the influence of Organizational Culture on sustainable competitive advantage.
2. To test the influence of leadership behavior on sustainable competitive advantage.
3. To test the influence of Organizational Culture on technological innovation.
4. To test the influence of leadership behavior on technological innovation.
5. To test the influence of technological innovation on sustainable competitive advantage.
6. To test the indirect influence of organizational culture on sustainable competitive advantage through technological innovation.
7. To test the indirect influence of leadership behavior on sustainable competitive advantage through technological innovation.

2. Literature Review

Organizational Culture

Organizational culture is a concept that refers to the values, beliefs, norms, and practices that are held by members of an organization and that influence the way they interact with each other and with external parties.

According to Geert Hofstede, he identified six dimensions of national culture which are often used to understand organizational culture in an international context, namely:

1. Power Distance (Power Distance)
   The accepted level of inequality in the distribution of power
2. Individualism vs. Collectivism
   Level of preference for individual or group work.
3. Masculinity vs. Femininity:
   Preference for rigid gender roles or more fluid roles.
4. Uncertainty Avoidance
   Comfort level with uncertainty and ambiguity.
5. Long-term vs. Short-term Orientation
   Preference for long-term values such as perseverance and thrift over short-term values.
6. Indulgence vs. Restraint (Hedonism vs. Self-Control)
   The level of freedom in fulfilling personal needs and desires

Sustainable Competitive Advantage

Sustainable competitive advantage according to Michael E. Porter is the ability of a company to outperform its competitors in the long term in a way that is not easily imitated or matched by competitors. This concept emphasizes the importance of developing and maintaining a consistent and unique strategy that provides added value to customers and is difficult for competitors to imitate.

Dimensions of Sustainable Competitive Advantage According to Michael E. Porter

1. Value Proposition (Value Offering)
   Definition: A company must offer products or services that provide more value to customers than those offered by competitors.
   Examples: Innovative products, superior quality, or exceptional customer service.
2. Unique Activities (Unique Activities)
   Definition: A company must perform a set of activities that are different from or better than those performed by competitors.
   Examples: More efficient production processes, optimized supply chains, or unique marketing strategies.
3. Trade-offs (Exchange)
   Definition: Companies must make strategic decisions about what not to do, creating trade-offs that make their strategies more difficult for competitors to copy.
   Examples: Choosing to focus on a particular market segment and ignoring others or choosing to innovate in one area while maintaining efficiency in another area.
4. Fit (Suitability)
   Definition: Activities and processes within a company must be compatible and mutually reinforce each other to create an integrated and cohesive system.
   Example: Strong marketing supported by exceptional customer service and innovative products.
5. *Continuity* (Continuity)
   Definition: Competitive advantage must be maintained through long-term commitment to a consistent strategy, not constant change.
   Example: Maintaining focus on the company's vision and mission and building strong and sustainable core competencies.

Leadership behavior

Leadership behavior refers to the actions and attitudes demonstrated by a leader in leading and influencing team or organizational members to achieve certain goals.

Dimensions of leadership behavior according to Robert Blake and Jane Mouton through the "Managerial Grid" model they developed. This model categorizes leadership behavior based on two main dimensions: concern for people and concern for production. The combination of these two dimensions produces five main leadership styles.

1. Concern for People (Concern for People)

Definition: This dimension reflects the extent to which a leader pays attention to the needs, interests, and personal development of team members.

Indicators: Emotional support, recognition, opportunities for development, good communication, and creating a pleasant working environment.

2. Concern for Production (Concern for Production)

Definition: This dimension reflects the extent to which a leader pays attention to efficiency, productivity, and achievement of organizational goals.

Indicators: Clear goal setting, close monitoring of performance, effective resource allocation, and focus on end results.

Technology Innovation

Innovation in strategic management involves the introduction of something new or an improvement that adds value and helps a company achieve competitive advantage. Innovation can take many forms, including products, processes, business models, and organizational methods.

The dimensions of innovation variables cover various aspects that help in measuring and understanding innovation in an organizational context. Here are some of the main dimensions of innovation according to various experts:

1. Type of Innovation:
   - Product: Innovation related to the development or improvement of new products.
   - Process: Innovation involving improvements or the introduction of new methods of production or operations.
   - Services: Innovation that focuses on improving or introducing new services.
   - Business Model: Innovation in how a business is organized and generates revenue.
2. Radicality of Innovation:
   - Incremental: Continuous small improvements or enhancements.
   - Radical: Fundamental changes that bring major and disruptive innovations.
3. Sources of Innovation:
   - Internal: Innovation resulting from the company's internal R&D and development activities.
   - External: Innovation that comes from collaboration with external parties such as customers, suppliers, or research institutions.
4. Level of Influence:
   - Technological Innovation: Changes involving new or updated technology.
   - Market Innovation: Changes involving new ways of approaching or creating markets.
5. Structural Dimensions:
   - Organization: Innovations in organizational structures or processes, including changes in management or the way teams work.
   - Systems: Innovation in IT systems, software, or other supporting infrastructure.

3. Research methods

Place and Time of Research

This research was conducted at a 2-wheel spare part manufacturing company that supplies joint breathers for automatic motorcycle carburetors. As a producer of two-wheeled automotive manufacturing industry spare parts with precision results, technological innovation is needed to supply quality products.

Population, Sample and Sampling Method

The population in this study were employees of PT.NKP in Bogor Regency in the 2-wheel spare part manufacturing industry producing joint breathers for automatic motorcycle carburetors, the analysis unit of Middle and High Level Leaders who are the part of the Decision Makers and Thinkers in the operational activities of the industry totaling 84 people at the Manager and General Manager level.

The sample in this study used a census, meaning that the entire population of middle-level leaders was taken as a research sample, namely the Manager and General Manager levels, which are an integral part of the

operational activities of the 2-wheeled spare part manufacturing industry.

Method of collecting data

There are several methods that can be used to collect research data, including those explained by Slamet Riyanto and Aglis Andhita (2020:28-29) as follows:

1. Observation

Observation is the direct collection of data on the object being studied. This observation is not only in the form of a questionnaire, but can also be in the form of a checklist, notebook, photo or video and the like. Data generated from observation is mostly primary data and requires further data processing.

2. Documentation

Documentation is data collected or gathered from past events. Documentation data can be in the form of writing, images, works, results of observations or interviews and so on. Data obtained from documentation is mostly secondary data and the data already has meaning to be interpreted.

3. Questionnaire

Questionnaires are a data collection technique that is done by giving a set of questions or statements to respondents to answer. Questionnaires can be made in conventional form (printed) or in online form (eg google form).

The instrument used in this study is intended to produce accurate data, namely by using a Likert scale.

Analysis and Testing Methods

In this study, the analysis method used is the *Smart Partial Least Square* (PLS) data analysis method version 3.0. PLS.

The following is the analysis procedure with *Smart PLS:*

Measurement Model Testing (Outer Model)

In this test, the measurement model (outer model) was subjected to 3 tests, namely indicator reliability testing, construct reliability testing and construct validity testing.

1. Indicator Reliability

Provides an explanation of the loading factor value which shows how well the indicator represents the latent variable so that it meets the minimum requirements (> 0.7).

2. Construct Reliability

Describes how Composite Reliability is used to ensure internal consistency with limits (> 0.7), indicating the construct is reliable.

3. Construct Validity:

Explaining convergent validity with AVE (> 0.5) and discriminant validity with the Fornell-Larcker criteria.

Structural Model Testing (Inner Model)

In testing the structural model (inner model), 5 tests were carried out, namely collinearity testing, R-Square testing (R2), Path coefficient testing, effect size testing (f2) and predictive relevance testing (Q2).

1. Collinearity:

This testing stage is to explain that VIF (< 5) ensures that there is no multicollinearity between variables.

2. R-Square (R^2):

This testing stage explains that R^2 shows the predictive power of the model.

3. Path Coefficient

Testing at this stage explains that the path coefficient indicates the strength of the relationship between positive or negative latent variables.

4. Effect Size (f^2)

This test explains the relative effect of the independent variable on the dependent.

5. Predictive Relevance (Q^2):

At this stage, it is explained that Q^2 shows the model's ability to predict data.

Hypothesis Testing .

Bootstrapping Process:

Hypothesis testing of the research using Bootstrapping. Where the use of bootstrapping to obtain a significant value (t-statistic or p-value) is significant at t-value = value and significance ($p < 0.05$)."

4. Results and Discussion

The given hypothesis must be measured for its significance. This can be obtained by looking at the T-statistic > 1.65 (one tailed) and P-value <0.05 because this study uses a 95% confidence level. The following is a table of hypothesis testing results

Table 1
Total direct effects

Path Coefficients Mean, STDEV, T-Values, P-Values	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
(X1) Leadership Behavior -> (Y) Sustainable Competitive Advantage	0.157	0.148	0.093	1,691	**0.046**
(X1) Leadership Behavior -> (Z) Technological Innovation	0.498	0.509	0.082	6,084	**0,000**
(X2) Organizational Culture -> (Y) Sustainable Competitive Advantage	0.467	0.475	0.076	6,163	**0,000**
(X2) Organizational Culture -> (Z) Technological Innovation	0.313	0.308	0.098	3,204	**0.001**
(Z) Technological Innovation -> (Y) Sustainable Competitive Advantage	0.301	0.305	0.095	3,168	**0.001**

Based on table 1 above, it shows that the t-statistic value of Leadership Behavior towards Sustainable Competitive Advantage shows a value of 1.691 with a significance of 0.046, meaning it has a significant positive effect, then the organizational culture towards Sustainable Competitive Advantage has a t-statistic value of 6.613 with a p-value of 0.000, meaning it has a significant positive effect, then the variable Leadership Behavior towards Technological Innovation has a t-statistic value of 6.084 with a p-value of 0.000, meaning it has a significant positive effect, then Organizational Culture towards Technological Innovation has a t-statistic value of 3.204 with a p-value of 0.001, meaning it has a positive and significant effect, then the variable Technological Innovation towards Sustainable Competitive Advantage has a t-statistic value of 3.168, and a p-value of 0.001, this means it has a positive and significant effect,

Table 2
Total indirect effects

Specific Indirect Effects Mean, STDEV, T-Values, P-Values	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
(X1) Leadership Behavior -> (Z) Technological Innovation -> (Y) Sustainable Competitive Advantage	0.150	0.156	0.056	2,694	**0.004**
(X2) Organizational Culture -> (Z) Technological Innovation -> (Y) Sustainable Competitive Advantage	0.094	0.091	0.037	2,539	**0.006**

Leadership behavior towards competitiveness through technological innovation has a tstatistic of 2.694 with a significance of 0.004, meaning that there is an indirect influence of leadership behavior towards sustainable competitive advantage through technological innovation positively and significantly. Organizational culture towards sustainable competitive advantage through technological innovation has a tstatistic of 2.539 with a significance of 0.006, meaning that there is an indirect influence of management towards competitiveness through motivation positively and significantly .

Table 3
Direct Effect Hypothesis Results

Hypothesis	Original Sample	T-statistic	Sig P-value	Hypothesis Analysis
H1: There is an influence of leadership behavior on sustainable competitive advantage.	0.157	1,691	**0.046**	Accepted
H2: There is an influence of organizational culture on sustainable competitive advantage.	0.467	6,163	0.000	Accepted
H3: There is an influence of leadership behavior on technological innovation.	0.498	6,084	0.000	Accepted
H4: There is an influence of organizational culture on technological innovation.	0.313	3,204	**0.001**	Accepted
H5: There is an influence of technological innovation on sustainable competitive advantage.	0.301	3,168	**0.001**	Accepted

From table 3 shows that the t-value of the influence of leadership behavior on sustainable competitive advantage is 1.691 greater than 1.65 with a significance of 0.046 meaning less than 0.05, so H1 is accepted. The t-value of the influence of organizational culture on sustainable competitive advantage is 6.163 greater than 1.65 with a significance of 0.000 meaning less than 0.05, so H2 is accepted. The t-value of the influence of leadership behavior on technological innovation is 6.084 greater than 1.65 with a significance of 0.000 meaning less than 0.05, so H3 is accepted. The t-value of the influence of organizational culture on technological innovation is 3.204 greater than 1.65 with a significance of 0.001 meaning less than 0.05, so H4 is accepted. The calculated t value of the influence of technological innovation on sustainable competitive advantage is 3.168 which is greater than 1.65 with a significance of 0.001, meaning it is less than 0.05, so H5 is accepted.

Table 4
Results of Indirect Effect Hypothesis

Hypothesis	Original Sample	T-statistic	Sig P-value	Hypothesis Analysis
H6: There is an influence of leadership behavior on	0.150	2,694	**0.004**	Accepted
H7: There is an influence of organizational culture on sustainable competitive advantage through technological innovation.	0. 094	2,539	0.006	Accepted

From the Hypothesis table of indirect influence shows that there is a t-value of indirect influence of leadership behavior on sustainable competitive advantage through

motivation of 2.694 greater than 1.65 with a significance of 0.004 smaller than 0.05 so that H6 is accepted. The t-value of indirect influence of organizational culture on sustainable competitive advantage through technological innovation of 2.539 is greater than 1.65 with a significance of 0.006 smaller than 0.05 so that H7 is accepted.

Closing

H1: There is an influence of leadership behavior on sustainable competitive advantage.

Leadership behavior has a positive and significant influence on sustainable competitive advantage, because the p-value is 0.000, implying that there is a direct impact of leadership behavior on sustainable competitive advantage, meaning that the higher the value of leadership behavior, the higher the value of sustainable competitive advantage.

This study successfully proves previous research from (Kusumawati, 2010) (Hili & Henanussa, 2024) that there is a positive influence of leadership behavior on sustainable competitive advantage. The hypothesis is accepted.

H2: There is an influence of organizational culture on sustainable competitive advantage.

Organizational culture has a positive and significant effect on sustainable competitive advantage, because the p-value is 0.000, implying that there is a direct impact of organizational culture on sustainable competitive advantage, meaning that the higher the value of organizational culture, the higher the value of sustainable competitive advantage.

This study successfully proves previous research from (Suartana et al., 2015), (Azhad et al., 2018), that there is a positive influence of saraaprasarana on competitiveness. The hypothesis is accepted.

H3: There is an influence of leadership behavior on technological innovation.

Leadership behavior has a positive and significant effect on technological innovation, because the p-value is 0.000, implying that there is a direct impact of leadership behavior on technological innovation, meaning that the higher the value of leadership behavior, the higher the value of technological innovation.

This study successfully proves previous research from (Puta et al., 2024), (Fayzhall et al., 2020), that there is a positive influence of the curriculum on competitiveness. The hypothesis is accepted.

H4: There is an influence of organizational culture on technological innovation.

Organizational culture has a positive and significant effect on technological innovation, because the p-value is 0.000, implying that there is a direct impact of organizational culture on technological innovation, meaning that the higher the value of organizational culture, the higher the value of technological innovation.

This study successfully proves previous research from (Jaladri, 2016), that there is a positive influence of organizational culture on technological innovation. The hypothesis is accepted.

H5: There is an influence of technological innovation on sustainable competitive advantage.

Technological innovation has a positive and significant effect on sustainable competitive advantage, because the p-value is 0.000, implying that there is a direct impact of technological innovation on sustainable competitive advantage, meaning that the higher the value of technological innovation, the higher the value of sustainable competitive advantage.

This research successfully proves previous research from (Taan, 2017)

(Sherlin, 2016), that there is a positive influence of technological innovation on sustainable

competitive advantage. The hypothesis is accepted.

H6: There is an influence of leadership behavior on sustainable competitive advantage through technological innovation.

Leadership behavior has a positive and significant effect on sustainable competitive advantage through technological innovation, because the p-value is 0.000, implying that there is a direct impact of leadership behavior on sustainable competitive advantage through technological innovation, meaning that the higher the value of leadership behavior, the higher the value of sustainable competitive advantage through technological innovation.

This study successfully proves previous research from (Afif & Etikoh, 2023), (Mansur, 2012), (Muktapa, 2022), (Arifah, 2023), that there is a positive influence of leadership behavior on sustainable competitive advantage. The hypothesis is accepted.

H7: There is an influence of organizational culture on sustainable competitive advantage through technological innovation.

Organizational culture has a positive and significant effect on sustainable competitive advantage through technological innovation, because the p-value is 0.000, implying that there is a direct impact of organizational culture on sustainable competitive advantage through technological innovation, meaning that the higher the value of leadership behavior, the higher the value of competitiveness.

5. Conclusion

Management needs to implement a pattern of training and development of leaders as well as technological innovation in order to be able to increase competitiveness or sustainable competitive advantage, this is very evident from the results of research that has been carried out with results that have a significant influence.

Research on the analysis of sustainable competitive advantage influenced by organizational culture and leadership behavior through technological innovation at PT. NKP revealed that a strong organizational culture plays an important role in creating a work environment that is conducive to innovation. Organizational values that support collaboration, creativity, and adaptation to change provide a solid foundation for the effective implementation of technological innovation. This contributes to the achievement of sustainable competitive advantage that allows the company to stay ahead in the market.

Visionary and participatory leadership behavior has proven to be a key factor in strengthening the technological innovation process at PT. NKP. Leaders who are able to inspire and empower employees not only drive better performance but also create commitment to achieving the company's strategic goals. With the support of adaptive and proactive leadership behavior, PT. NKP is able to take advantage of technological opportunities to increase its competitiveness in the industry.

Technological innovation is the link between organizational culture, leadership behavior, and competitive advantage. PT. NKP's ability to continue to innovate through product, process, and service development has shown that the sustainability of competitive advantage depends not only on technology, but also on the synergy between cultural and leadership aspects. These results emphasize the importance of integration between human factors and technology in building a lasting competitive advantage.

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