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

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Abstract

This study analyzes the influence of organizational culture and leadership behavior on sustainable competitive advantage through technological innovation as an intervening variable in the two-wheeler spare parts and metal stamping manufacturing industry, particularly at PT. NKP in Bogor Regency. Using a quantitative approach, data were collected from 84 middle and top-level leaders through questionnaires and direct observation. The data were analyzed using the Smart Partial Least Squares (PLS) version 3.0 method to test measurement and structural models. The results reveal that leadership behavior and organizational culture significantly affect both technological innovation and sustainable competitive advantage. Furthermore, technological innovation acts as a significant mediating variable strengthening the indirect relationship between organizational culture, leadership behavior, and competitive advantage. The findings demonstrate that visionary and participative leadership fosters an innovative organizational climate that encourages creativity and continuous improvement. Similarly, an adaptive and collaborative organizational culture provides a conducive environment for innovation, thereby enhancing the firm's ability to sustain competitiveness in a dynamic market. This research confirms that technological innovation is not only a strategic tool but also a key determinant linking human and cultural factors to sustainable organizational success. The study offers theoretical implications for strategic management and practical insights for manufacturing firms aiming to enhance their innovation capabilities and maintain long-term competitiveness.

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. 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 ($p < 0.05$)."

3. 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.

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.

4. Conclusion

The findings of this study demonstrate that organizational culture and leadership behavior have a significant impact on technological innovation and sustainable competitive advantage in the manufacturing industry. A strong, adaptive culture and visionary leadership foster an environment that promotes creativity, innovation, and continuous improvement. Moreover, technological innovation serves as a mediating variable that enhances the indirect effects of culture and leadership on competitive advantage. This implies that sustainable competitiveness can only be achieved through the alignment of human, cultural, and technological dimensions within the organization.

4.1 Managerial Implications

From a managerial perspective, the results suggest that manufacturing companies—particularly those in the two-wheeler and metal stamping sectors—should prioritize leadership development programs that emphasize innovation-driven decision-making and team collaboration. Furthermore, cultivating an organizational culture that supports experimentation, learning, and adaptability will strengthen innovation capabilities and improve long-term competitiveness. Managers should also integrate technological innovation into corporate strategy and performance measurement systems.

4.2 Theoretical Implications

This study contributes to the theoretical development of strategic management and organizational behavior by empirically validating the mediating role of technological innovation in linking cultural and leadership

factors with sustainable competitive advantage. The results support resource-based and dynamic capability theories, suggesting that innovation acts as a dynamic mechanism that transforms intangible resources into tangible strategic outcomes.

4.3 Limitations of the Study

The study was limited to a single case within the two-wheeler spare parts and metal stamping manufacturing industry in Bogor Regency, Indonesia, which may restrict the generalizability of the findings. The use of a cross-sectional design also limits the ability to observe changes over time. Additionally, self-reported data may introduce response bias in measuring leadership behavior and cultural perceptions.

4.4 Recommendations for Future Research

Future studies are encouraged to employ longitudinal approaches to explore the dynamic evolution of innovation and competitive advantage. Expanding the research sample to include different industrial sectors and regions would enhance the external validity of the results. Researchers may also incorporate moderating variables such as market turbulence, digital transformation, or organizational learning capacity to deepen understanding of how contextual factors influence the innovation–performance relationship.

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