



## Analysis of Innovation Culture, Entrepreneurial Leadership, Brand Image and Competitive Advantage as Intervening Variables on PT XX Company Performance

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### ABSTRACT

In general, this research was conducted to serve as material for analyzing innovation culture, entrepreneurial leadership, brand image, and competitive advantage as intervening variables affecting the performance of PT XX, which is part of a national company group located in the Tangerang area with 200 permanent workers. The data analysis was performed using the Structural Equation Model (SEM) approach based on Partial Least Squares (PLS) 3.0, with hypothesis testing conducted on 110 samples. The results of the study show that innovation culture, entrepreneurial leadership, and brand image associated with high-quality products can influence competitive advantage as intervening variables, so that they can be assessed as having an effect on improving the Performance of PT XX. However, this impact requires a management strategy characterized by commitment and consistency to achieve the desired outcomes.

## INTRODUCTION

In Indonesia's free market era, business competition has become increasingly intense. Consequently, companies must continuously adjust their business strategies to stay competitive (Journal of Economics, Finance and Management Studies). This research investigates the effectiveness of implementing business strategies to understand mechanisms and systems that can be observed and assessed. To stay ahead, companies innovate to become leaders in their respective markets. They focus on improving the quality of their products and services to remain competitive, building a brand image that is easily recognized and remembered (Pangestu et al., 2022). According to Fajar in *Leading Strategy* (2020), a strong brand image helps a company defend against competitors and market trends.

Entrepreneurial leadership emphasizes affirmation and confirmation of opportunities as performance goals (Renko et al., 2015) of successful Innovation Culture (Fontana & Musa, 2017). This leadership also involves adapting to environmental changes and exploiting new opportunities to increase competitiveness (Surie & Ashley, 2008; Huang et al., 2014). Effective entrepreneurial leadership is essential for building teams that achieve innovation goals (Renko et al., 2015). The concept of innovation has a history in previous research and various interpretations, which are often influenced by competition between companies and the various strategies they want to implement. In Damanpour (1991) defines product innovation as part of the introduction of new products or services to meet market needs.

An innovation culture strategy is essential for business actors to understand and leverage innovation as a foundation for economic growth and competitive advantage. According to journal literature, an innovation culture is a key of factor in assessing a company's overall performance (Martins & Terblanche, 2003; Tushman & O'Reilly, 1997). Entrepreneurs must continue to innovate to remain competitive in the market. This study aims to determine and analyze the effectiveness of Innovation Culture in supporting company Performance and achieving competitive advantage. Specifically, this study seeks to understand how Innovation Culture can stimulate and impact company performance, whether changes in Entrepreneurial Leadership can affect competitive advantage, and how Brand Image supports competitive advantage, and its overall impact on company performance.

## LITERATURE REVIEW

This study relies on the Knowledge-Based View (KBV) theory and the Generic Strategic Concept proposed by Porter (1985), which includes two of the three basic types of competition: cost leadership and differentiation.

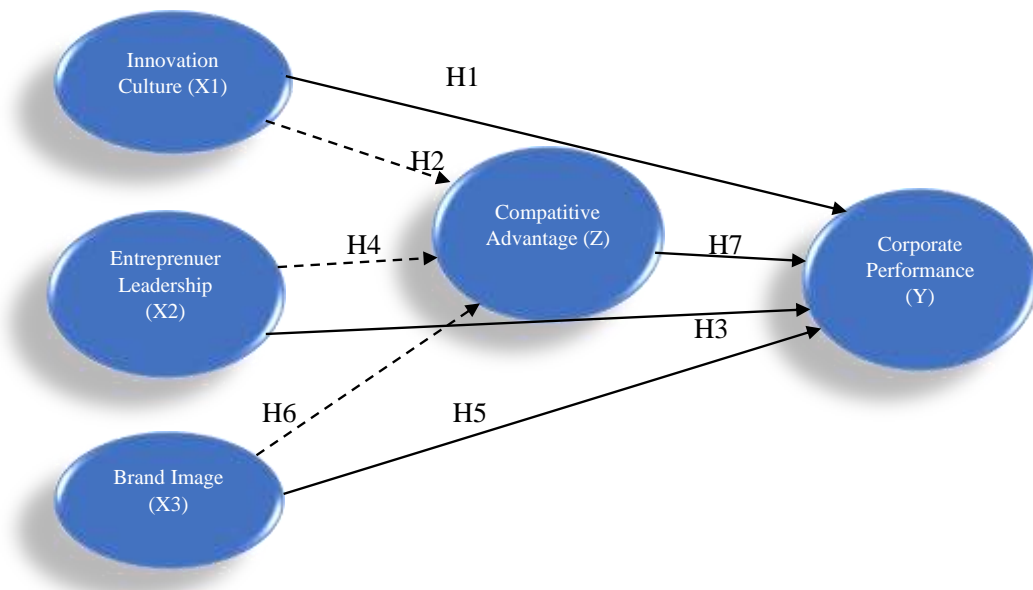
### **Hypothesis:**

- **H1:** Innovation Culture has a positive influence on competitive advantage. According to the journal article "The Effect of Innovation Strategy on Company Business Performance" (Carissa & Abdulah R., 2022). Innovation is very important for building competitive advantage, including leadership orientation, process innovation, product innovation,

and various sources and levels of investment in innovation (O'Dwyer et al., 2015). An effective innovation strategy improves the ability to manage resources, analyze markets, exploit opportunities, and access information. (Price et al., 2013).

- **H2:** Entrepreneurial Leadership has a positive and significant influence on competitive advantage. In an unstable and competitive business environment, entrepreneurial behavior is increasingly important to drive innovation and adaptation. McGrath and MacMillan (2000) encourage entrepreneurial thinking in strategic management, especially in a rapidly changing environment.
- **H3:** Brand Image positively affects competitive advantage. Brand knowledge and trust influence consumer willingness to pay a premium (Keller, 1993; Lassar et al., 1995). A strong brand image could drive sales success and justify higher prices.
- **H4:** Competitive advantage significantly impacts company performance. In competitive markets, sustainable competitive advantage results from effective strategy formulation and implementation, focusing on building a competitive base, strategic approaches, and managing the market arena (Rauf et al., 2019).
- **H5:** The impact of Innovation Culture on company performance, mediated through competitive advantage, is positive. Innovation is able to create, increase strength, and develop products, distribution processes and marketing management to improve performance and competitive advantage (Avlonitis & Salavou, 2007).
- **H6:** Entrepreneurial Leadership, when analyzed through competitive advantage, it's mean: effectively contributes to company performance. Entrepreneurial leadership emphasizes recognizing and utilizing opportunities and achieving performance innovations (Renko et al., 2015; Fontana & Musa, 2017).
- **H7:** The influence of Brand Image on company performance, mediated by competitive advantage, is positive. Trust in a brand is crucial for consumer purchasing decisions, and companies should focus on meeting consumer expectations to build strong brand trust (Ahmed et al., 2014).

*Conceptual Fram Work 2.2*



**Figure.1 Conceptual Fram Work**

**Definition**

**Innovation** is a series of processes for making large and small changes, and gradually little by little. Innovation is useful in production, processes and services, the results of which will introduce new changes for the company and will become added value in an organization (Dooley, 2009).

**Entrepreneurial Leadership** Focusing on recognizing and exploiting opportunities as a purposeful entrepreneur (Renko et al., 2015) and how to achieve performance innovation (Fontana & Musa, 2017). Entrepreneurial leadership with innovation and adaptation to environmental changes (Surie & Ashley, 2008), can enter and be able to exploit new things that can increase competitive capabilities (Huang et al., 2014).

**Brand Image** can be interpreted as a perception that can be realized from the results of Competitive Entrepreneurial Leadership Innovation which is the result of the perspective of the consumer's mind when remembering a brand from a product that provides benefits/uses. A brand is a name, sign, symbol, design or combination of all of them intended to identify goods or services from various sellers and differentiate them from their competitors (Kotler & Keller, 2012).

**Competitive Advantage** is a model of creativity and innovation developed by Hon & Lui (2016) which explains that creativity is produced by creative efficacy at the individual level, and the results are individual results in the form of career satisfaction. In a competitive and dynamic business environment, it requires leaders who can provide a spirit of creativity and innovation for the ability to compete with an entrepreneurial leadership spirit (Gupta et al., 2004). There are two factors that determine innovation.

**Company Performance** is part of Management Control that is measured from various aspects that are determined objectively. Management Control System is a vehicle for organizations or companies to achieve their goals (Merchant & Van der Stede, Management Control System: Performance Measurement, Evaluation and Incentives, 2012) consistently aligning organizations or companies to various underlying social expectations, this is a source of legitimacy and resources for the company (Ahrens & Khalifa, 2015; Meyer & Rowan, 1977).

**METHODOLOGY**

Researchers who use a quantitative approach will test a theory by detailing certain hypotheses, and then collecting data to support or refute the hypothesis. Using the population, there are 10,000 employees in the PT XX group. The data analysis method uses the Structural Equation Model (SEM) approach based on Partial Least Square (PLS) 3.0 and the results of the Hypothesis Test from 110 samples through questionnaires as analysis data in the Tangerang area.

**RESEARCH RESULT**

The questionnaire of data for the Innovation Culture variable is measured through 8 statement items. From the results of the data calculation, the description of the Innovation Culture variable can be seen in the following table.

**Table.1 Frequency Distribution of Respondents' Answers Regarding Innovation Culture**

No.	Statement indicator	Respondent's Answer					Score	Ideal Score	Percentage
		SS	S	N	TS	STS			
X <sub>11</sub>	Management Strategy, Business Strategy	35	67	5	3	0	464	550	84,36%
X <sub>12</sub>	Standard Operating Procedures for each Department	40	58	9	3	0	465	550	84,55%
X <sub>13</sub>	Trust relationship with External	23	64	22	1	0	439	550	79,82%
X <sub>14</sub>	Trust relationship with Internal	35	64	8	3	0	461	550	83,82%
X <sub>15</sub>	Department KPI and Individual KPI	40	57	12	1	0	466	550	84,73%
X <sub>16</sub>	Systems that Sales Support	24	70	11	5	0	443	550	80,55%
X <sub>17</sub>	Internal Systems that Support	30	60	13	7	0	443	550	80,55%

X <sub>18</sub>	Human Resources Organizational Development Work Program	35	57	12	6	0	451	550	82,00%
<b>Average</b>									<b>82,55%</b>

Respondents' Answers Based on the table above, the average percentage of total score achievement against the ideal score is 82.55%.

**Table.2 Frequency Distribution of Respondents' Answers to Entrepreneurial Leadership**

No.	Statement indicator	Respondent's Answer					Score	Ideal Score	Percentage
		SS	S	N	TS	STS			
X <sub>21</sub>	Standar Kompetensi Jabatan	30	71	7	2	0	459	550	83,45%
X <sub>22</sub>	Program Kerja masing-masing Manajemen	29	70	10	1	0	457	550	83,09%
X <sub>23</sub>	Strategi Manajemen, Strategi Bisnis	25	74	10	1	0	453	550	82,36%
<b>Rata-rata</b>									<b>82,97%</b>

Based on the table above, the average percentage of total score achievement against the ideal score is 82.97%. Based on the calculation results, the description of the Brand Image variable can be seen in the following table.

**Table.3 Frequency Distribution of Respondents' Answers Regarding Brand Image**

No.	Statement indicator	Respondent's Answer					Score	Ideal Score	Percentage
		SS	S	N	TS	STS			
X <sub>31</sub>	Consumers' general perception and impression of a brand	28	59	22	1	0	444	550	80,73%
X <sub>32</sub>	Consumers' general impression of a product or service	29	61	17	3	0	446	550	81,09%
<b>Rata-rata</b>									<b>80,91%</b>

Based on the table above, the average percentage of total score achievement against the ideal score is 80.91%.

**Table.4 Frequency Distribution of Respondents' Answers Regarding Competitive Advantage**

No.	Statement indicator	Respondent's Answer					Score	Ideal Score	Percentage
		SS	S	N	TS	STS			
Z <sub>1</sub>	Product quality	27	69	12	2	0	451	550	82,00%
Z <sub>2</sub>	Service quality	24	70	14	2	0	446	550	81,09%
Z <sub>3</sub>	Brand image	32	56	20	2	0	448	550	81,45%
Z <sub>4</sub>	Cost	33	59	17	1	0	454	550	82,55%
Z <sub>5</sub>	Market Orientation	28	63	17	2	0	447	550	81,27%
Z <sub>6</sub>	Distribution	26	59	22	3	0	438	550	79,64%
<b>Rata-rata</b>									<b>81,33%</b>

Based on the table above, the average percentage of total score achievement against the ideal score is 81.33%. Based on the calculation results, an overview of the Company Performance variables can be seen in the following table.

**Table.5 Frequency Distribution of Respondents' Answers Regarding Company Performance**

No .	Statement indicator	Respondent's Answer					Score	Ideal Score	Percentage
		SS	S	N	TS	STS			
Y <sub>1</sub>	Management Strategy, Business Strategy	24	71	13	2	0	447	550	81,27%
<b>Rata-rata</b>									<b>81,27%</b>

Based on the table above, the average percentage of total score achievement against the ideal score is 81.38%.

From the opinions of 110 respondents and 1 statement, the percentage of total score achievement to the ideal score is 81.27%, where the percentage is in the range of 68% to 83.99%. This can be interpreted based on the responses from respondents, the Company's Performance is included in the "Good" category.

By using the help of the SmartPLS 3.0 program application, the estimated results of the path coefficient values, and probability values were obtained as follows:

**Tabel.6 Nilai Path Coefficients**

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics ( O/STDEV )</i>	<i>P Values</i>
<b>Innovation Culture (X<sub>1</sub>) -&gt; Competitive Advantage (Z)</b>	0,208	0,223	0,088	2,371	<b>0,018</b>
<b>Brand Image (X<sub>3</sub>) -&gt; Competitive Advantage (Z)</b>	0,205	0,208	0,099	2,068	<b>0,039</b>
<b>Entrepreneur Leadership (X<sub>2</sub>) -&gt; Competitive Advantage (Z)</b>	0,469	0,458	0,115	4,093	<b>0,000</b>
<b>Competitive Advantage (Z) -&gt; Corporate Performance (Y)</b>	0,593	0,599	0,079	7,516	<b>0,000</b>

**Tabel.7 Nilai R Square**

	<i>R Square</i>	<i>R Square Adjusted</i>
<b>Competitive Advantage (Z)</b>	0,595	0,584
<b>Corporate Performance (Y)</b>	0,352	0,346

## DISCUSSION

### **The Influence of Innovation Culture on Competitive Advantage**

The influence of Innovation Culture on Competitive Advantage can be estimated by estimating parameters and testing hypotheses conducted in the previous sub-chapter showing that Innovation Culture has a significant positive influence on Competitive Advantage, where the path coefficient obtained is 0.208.

### **The Influence of Entrepreneurial Leadership on Competitive Advantage**

From the parameter estimates and the results of hypothesis testing conducted in the previous sub-chapter, it is shown that Entrepreneurial Leadership has been proven to have a significant positive effect on Competitive Advantage, with a path coefficient obtained of 0.469.

### **The Influence of Brand Image on Competitive Advantage**

Based on the results of parameter estimation and hypothesis testing that have been carried out in the previous sub-chapter, it shows that Brand Image is proven to have a significant positive effect on Competitive Advantage, with a path coefficient obtained of 0.205. According to previous research journals (Fitrajaya & Nurmahdi, 2019a), (Banmairuroy et al., 2022) it is stated that brand image affects company performance.

### **The Influence of Competitive Advantage on Company Performance**

The results of parameter estimation and hypothesis testing conducted in the previous sub-chapter show that Competitive Advantage has been proven to have a significant positive effect on Company Performance, where the path coefficient obtained is 0.593.

### **The Influence of Innovation Culture on Company Performance Through Competitive Advantage**

The results of parameter estimation and the results of hypothesis testing conducted in the previous sub-chapter show that Innovation Culture is proven to have a significant positive influence on Company Performance through Competitive Advantage, where the path coefficient obtained is 0.123.

### **The Influence of Entrepreneurial Leadership on Company Performance Through Competitive Advantage**

Based on the results of parameter estimation and the results of hypothesis testing that have been carried out in the previous sub-chapter, it shows that Entrepreneurial Leadership is stated to have a significant positive effect on Company Performance through Competitive Advantage, where the path coefficient obtained is 0.278.

### **The Influence of Brand Image on Company Performance Through Competitive Advantage**

Based on the parameter estimates and the results of hypothesis testing conducted in the previous sub-chapter, it can be stated that Brand Image does not have a significant effect on Company Performance through Competitive Advantage, where the path coefficient obtained is 0.121.

### **Outer Model Evaluation**

An indicator is considered to have good validity if its loading factor value is more than 0.70. In a model that is still in the development stage, loading factors ranging from 0.50 to 0.60 are still acceptable (Ghozali, 2014, p. 39). Based on the estimation results obtained using SmartPLS 3.0 software, the following output is produced:

### **CONCLUSIONS AND RECOMMENDATIONS**

- a. Based on the Innovation journal in Jayaningrum's research (2018) Implementation of Innovation Strategy leading to Business Sustainability in Micro, Small and Medium Enterprises according to (Yanto R; Dudi P; Aldina S; 2022) Mochamad SOELTON Innovation is considered to have a significant influence on Competitive Advantage, because the higher the Innovation, the higher the Competitive Advantage as a conclusion that innovation culture has a significant positive influence on competitive advantage.

- b. Based on the results of previous research and analysis related to Entrepreneurial Leadership which focuses on recognizing and being able to utilize opportunities as an entrepreneur (Renko et al., 2015) whose goal is to achieve performance innovation (Fontana & Musa, 2017) it can be concluded that partially, entrepreneurial leadership has been proven to have a significant positive effect on competitive advantage. From the Journal *The Impact of Product Quality, Brand Image and Service Quality towards Customer Loyalty* (Kurnia B.S, A.Nurmahdi; 2019) with the conclusion that brand image can have a significant positive effect on competitive advantage.
- c. Based on the previous journal *Competitive Advantage Strategy* according to Mugiyatna., Sihite, M., & Derriawan (2023), overall the presentation of the analysis of the results of structural data analysis and hypothesis testing, it can be concluded that competitive advantage has been proven to have a significant positive effect on company performance.
- d. According to the journal *The Influence of Innovation Strategy on Business Performance of Cleaning Service Procurement Companies (Case Study: PT. Cahaya Pratama Megah; Carissa A. P and Abdulah R; 2022)* with structural model analysis and hypothesis testing, it can be concluded that partially, innovation culture has been proven to have a significant positive effect on company performance through competitive advantage variables.
- e. According to the journal Sarwoko, E. (2020); *Entrepreneurial Leadership and Innovative Work Behavior: The Role of Creative Self-Efficacy* is concluded as follows where partially entrepreneurial leadership is proven to have a significant positive influence on company performance through competitive advantage.
- f. Based on the journal *Analysis of the Influence of Brand Image, Product Innovation and Advertising on Marketing Performance Through Competitive Advantage as an Intervening* (Dita, 2022); (K. Scorita and A. Nurmahdi, 2019; Syarifudin. A, 2020); *The Influence of Brand Trust, Brand Image on the decision to use the Company's products* in previous studies and by hypothesis testing, it can be concluded that partially, brand image has been proven to have no significant effect on company performance through competitive advantage.

## **ADVANCED RESEARCH**

The author has discussed the "Analysis of Innovation Culture, Entrepreneurial Leadership, Brand Image and Competitive Advantage as Intervening Variables on the Performance of PT XX" and in this chapter the author tries to draw a conclusion and as a suggestion based on the description that the author has put forward in the previous chapter.

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