

THE INFLUENCE OF STRATEGIC LEADERSHIP, CORPORATE CULTURE, COMMITMENT MANAGEMENT, INNOVATION AND COMPETITIVE ADVANTAGE IN CHANGE MANAGEMENT MODERATION ON CORPORATE PERFORMANCE PT. PUTRADUTA BUANASENTOSA

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Abstract. *The purpose of this study was to determine the effect of strategic leadership, corporate culture, commitment management, change management moderated competitive advantage on corporate performance of PT. Putraduta Buanasentosa. The sample method in this study uses probability sampling, where each member of the population has the opportunity or has the same opportunity to be used as a sample. The sample in this study were employees of PT. Putraduta Buanasentosa who are in the strategy and business development division, there are General Managers, managers and team leaders. The number of samples is 140 people. The statistical method used in this research is Structural Equation Model (SEM) which is operated through the SmartPLS3 program. This research shows that the variables of Leadership Strategy, Innovation, Commitment Management have a positive and significant effect on competitive advantage, competitive advantage has a positive and significant effect on corporate performance. Meanwhile, Corporate Culture has no significant effect on Competitive advantage and Change management as a moderating variable that moderates Competitive advantage does not have a significant effect on corporate performance.*

Keywords: *strategic leadership, corporate culture, commitment management, competitive advantage, moderation, change management, corporate performance*

1. INTRODUCTION

The global economic turmoil and the Covid pandemic which is starting to subside and the start of the political year, the Indonesian economy continues to show resilience and good prospects. Economic experts predict Indonesia's economic growth in 2023 will remain strong in the range of 4.5 - 5.3%, and will continue to increase to 4.7 - 5.5% in 2024 supported by private consumption, investment and continued positive export performance in the midst of slowing global economic growth.

With the plan to close the National Capital from Jakarta to Kalimantan, the Archive Services Business will be increasingly needed by the Government and other private companies to digitize documents, store and destroy documents/archives. This shows that the market for Recording and Document Management Services is still large enough to be followed up despite the increasingly fierce competition.

PT. Putraduta Buanasentosa (Indoarsip) is a Records and Documents Management Service company which has been operating since August 1997 and is one of the leading companies in Indonesia in the field of Records and Document Management Services.

Indoarsip's head office is at Graha Indoarsip Mampang Jakarta, with the largest repository in Karawang and branch offices in Bandung, Surabaya, Makassar, Semarang, Klaten, Medan and Manado.

As a leading company in the field of Records and Document Management services, Indoarsip has currently implemented and has ANRI Certificate (National Archives of the

Republic of Indonesia) with Accreditation A (Very Good), ISO 9001:2015 (Quality Management System), ISO 27001:2013 (Management System Information Security) and SMK3 (Occupational Safety and Health Management System) in supporting operations and preserving the business.

The products and services provided by Indoarsip include the following:

1. Sorting and Organizing Archives
2. Archive Storage and Maintenance
3. Preservation of Valuable Documents
4. Document Destruction
5. Consultation and Records Management
6. Digital Services and Online Document Management
7. Archive Turnkey Project

Previous research by Iskandar et al. (2018) proved that the decline in the company's marketing performance was mainly caused by their weak competitive ability. There are several important factors in order to increase this competitive advantage, one of which is that companies need strategic leadership to be able to lead the company's business. By implementing strategic leadership within the company, it will increase competitive advantage. (Erlinda Lios and J. Tarigan 2015), Strategic leadership has a positive and significant effect on competitive advantage in manufacturing companies, the better the strategic leadership, the higher the company's competitive advantage. (Novita Andriani Tanoni and Josua Tarigan 2016). Mona Tiorina Manurung, Johanes Sugiarto Ph., Bambang National Conference D 2016). Concludes that entrepreneurs can improve business performance by paying attention to competitive advantage factors. The effect of competitive advantage on business performance is positive and significant. In increasing the competitive advantage of the company, there are several other factors such as Corporate culture, Invasion, commitment management. In previous research, it was stated that: companies need to build organizational cultures in order to create competitive advantages for companies (Angelina Tendean and Devie (2014). Innovation is an important strategy in achieving competitive advantage. To achieve competitive advantage in today's global market, companies need innovative skills in creating, producing, marketing and managing (Deniz Dilara Dereli 2015). In increasing competitive advance in a company, Commitment management is one of the important factors that influence Competitive advance. Because all dimensions of competitive advantage require support, management decisions The creation of a competitive advantage requires the development of human resources within the company. This development can only be carried out with full support, control and motivation from management to create quality human resources in the company (Douglas & Judge, 2001).

The ultimate goal after achieving a competitive advantage supported by the variables above, will ultimately increase the expected corporate performance. However, in this study the authors try to use Change Management as a competitive advantage moderating variable to support a more optimal competitive advantage in improving corporate performance. Some experts, provide the following definition of change management: According to Wibowo, change management is a systematic process of applying the knowledge, means and resources needed to affect change in the people who will be affected by the process. According to Winardi, change management is an effort taken by managers to manage change effectively, it requires an understanding of issues of motivation, leadership, groups, conflict, and communication. Safal Batra's research (2016) findings reveal that sticking with existing strategies is the most optimal way to survive and thrive in the early years of businesses operating in the turbulent business environment of developing countries. Radical changes in strategic posture can be fatal for new companies. With the achievement of competitive advantage moderated by Change management, it is expected to improve corporate performance which can be measured by the dimensions of financial performance and market performance.

Based on the background above, the authors try to conduct research on the influence of leadership strategy, corporate culture, innovation, commitment management on competitive advantage moderated by change management on PT. Putraduta Buanasentosa.

2. LITERATURE REVIEW

2.1 Definition of Strategic Leadership

The strategic management process according to Wheelen and Hunger (2015) includes several stages, namely strategy formulation, strategy implementation, and strategy evaluation. With regard to the functional strategy of business units, Wheelen and Hunger (2015) argue that in order for a functional strategy to have a great chance to succeed, the strategy must be built within a unique competency according to each functional area. Pearce and Robinson (2015) argue that with strategy, managers direct future-oriented and large-scale plans to interact with the competitive environment in order to be able to achieve company goals. Strategic leadership according to Hitt et al. (2012) is the ability of leaders to anticipate, have dreams, be flexible and able to utilize existing resources and be able to make changes if necessary.

2.2 Definition of Corporate Culture / Organizational Culture

According to Trice and Bayer in Fachreza, Said Musnadi, and M. Shabri Abd Majid (2018), organizational culture is apparently increasingly developing in line with the increasing climate dynamics within the organization. Meanwhile, according to Armstrong and Taylor (2014), organizational culture is a pattern of values, norms, beliefs, attitudes and assumptions that are not articulated but shape the way people in the organization behave. Furthermore, Kreitner and Kinicki (2014) state that organizational culture is a set of assumptions that are shared and implicitly accepted for granted and held by one group that determines how it is felt, thought about, and reacted to a diverse environment. According to Edgar H. Schein in the journal Wiwik Yuswani (2016). Culture is a pattern of basic assumptions that are created, discovered or developed by certain groups as learning to overcome problems of external adaptation and internal integration that are official and well implemented and therefore taught or passed on to new members as the right way of understanding, thinking about, and feel related to the problems that occur. Quoted in the journal Enno Aldea Amanda, Satrijo Budiwibowo, and Nik Amah (2017). Organizational culture can be defined as a system of values, beliefs, assumptions or norms that have long been in force, agreed upon and followed by members of an organization as a guideline for behavior and solving organizational problems (Darodjat 2015, p. 236).

2.3 Definition of Innovation / Innovation

Kotler (2007:36) defines product innovation as a combination of various processes that influence one another. Taking creative ideas and turning them into useful products or working methods (Robbins & Coulter, 2016). According to (Utaminingsih, 2016), continuous innovation in a company is a fundamental requirement that will be able to create competitive advantage. This is supported by research conducted by (Djojoko & Tawas, 2014), (Nurtiah, 2016), and (Tahir, Pasda, & Widhi, 2018) stating that competitive advantage is significantly influenced by innovation variables. According to Peter F. Drucker (2010:9) innovation is as changing the value and satisfaction obtained from resources by the consumer. (such as changing the value and satisfaction obtained from resources by consumers)". According to Wang & Ahmed (2004:2) Organizational innovation as the overall innovative ability of the organization to introduce new products to the market, or open new markets, through combining strategic orientation with innovative behavior and processes.

2.4 Definition of Commitment Management / Commitment Management

Ahmed and Parasuraman (1994) define management commitment to service quality as "includes awareness of selecting quality initiatives as operational and strategic options for the firm and engaging in activities such as providing vision of quality leadership and resources for

adopting and implementing quality initiatives. According to Hasibuan (2011) top management is the highest leader of a company that is included in this group, namely the main director (Director), and the board of commissioners (board of directors). The pattern of top management activities is to lead the organization, determine the goals and basic policies (basic policy). Mooney Ann and Michael Mahoney (2008) state that management participation in providing support is a guide regarding commitment and support for all the resources needed by the company.

2.5 Definition of Competitive Advantage / Competitive Advantage

According to Porter (1990:3) competitive advantage is the heart of marketing performance to face competition. Competitive advantage is defined as a benefit strategy from companies that cooperate to create a more effective competitive advantage in their market. According to (Adiputra and Mandala, 2017): Competitive advantage or competitive advantage is a set of factors that differentiate a company from its competitors. According to Porter, competitive advantage cannot only be understood by looking at a company as a whole in designing, producing, marketing, delivering and supporting its products. Competitive advantage as a profit strategy from companies that cooperate in creating more effective competition in their markets. (Fatah, 2014). Dimensions of Competitive Advantage: Competitive advantage is an organization's ability to attract customers and build prestige for the organization or its products as well as to increase the perceived value for customers and to satisfy them, which also includes the ability to provide a variety of values for customers (Al Bakri 2008). Competitive advantage according to Sihite et al (2016) is measured through several dimensions and indicators, namely: a. Time (delivery time, consistency, and supply chain). b. Quality (quality of service, standard, and guarantee). c. Cost (production costs, efficiency, and economy). d. Flexibility (customer needs, operational flexibility, and organization). e. Differentiation (being known by employees, known by customers, giving more value).

2.6 Definition of Change Management / change management

Change Management is a process of systematically applying the knowledge, means and resources needed to affect change in people who will be affected by the change process (Wibowo, 2011: 193 in Menda et.al, 2018). Armstrong (2009) in Kimhi and Oriel (2019: 5439) explains that change management emphasizes the need for a change management plan, and a strategy that must be formulated in the context of the overall strategy and goals of the organization and to be responsive to changes in the nature of the organization's external environment. Organizational changes generally mean justification, new developments and changes in technology, rescheduling operations and large partnerships (McNamara, 2011 in Kimhi and Oriel, 2019:5438). According to Best and Neuhauser (2014) in Mon et.al. (2019) change management is a process of continuous adjustment in an organization with its market by doing something more responsive and effective so that it can compete with its competitors. Change management is increasingly becoming an important focus of study to avoid obstacles to successful and effective change implementation programs (Elkattan, 2017 in Mon et.al., 2019).

2.7 Definition of Corporate performance / company performance

According to Kimathi et al (2015) corporate performance was identified as one of the most important indicators of the influence of capital structure in a literature review. corporate performance reflects the company's profitability which is influenced by leverage. Almajali (2012) also stated that corporate performance is a measurement of what has been achieved by a company that shows good conditions for a certain period of time. Performance is a description of the achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization (Wijaya, Dewi, Noor, & Alamsyah, 2015). Performance can be known and measured if an individual or a group of entrepreneurs knows their business

weaknesses and has criteria or standards of success that have been set by the organization. Entrepreneur's contribution to achieving company goals or continuous improvement is often associated with the performance of the company (Sidiqqoh and Alamsyah, 2017). Performance is a description of the achievement of implementing a program of activities or policies in realizing the goals, objectives, vision and mission of the organization. poured through the strategic planning of an organization (Lisa, Mattila, & Lee, 2016).

Hypothesis

Strategic Leadership affects Competitive advantage.

Research conducted by Agyapong et al. (2013) show that strategic leadership can help explain the vision of the leadership of a company to employees in order to create competitive advantage in the business environment. With a clear vision in the company can help employees to achieve the desired results in order to gain a competitive advantage in the eyes of consumers compared to other competitors. In addition, another study conducted by Daft (2008) also argues that strategic leadership can create competitive advantages for companies. Competitive advantage can occur when a strategic leader is able to answer the needs of the surrounding environment in the expected vision, mission, strategy and implementation. Where the company's strategy is one of the important factors and determining the success of the company. Without a good strategy, the achievement of a company's success will be less than optimal as expected. However, if the company has a good strategy, it is not impossible for the company to achieve success. Thus, it can be concluded that strategic leadership has a positive influence on competitive advantage. So the hypothesis can be formulated as that:

H₁ : There is a positive impact between strategic leadership on competitive advantage.

Corporate Culture affects Competitive advantage.

Nguyen, Neck, & Nguyen (2008) conducted a study entitled "The Inter Relationships Between Entrepreneurial Culture, Knowledge Management and Competitive advantage in a Transitional Economy" which resulted in the conclusion that the cultural, economic, and political context in Vietnam shapes entrepreneurial activities and influences the ability organization to succeed in managing knowledge so as to achieve competitive advantage. From the results of research conducted by Angelina Tendean and Devie (2014) who concluded that there is a significant positive relationship between organizational culture and competitive advantage, companies need to build organizational cultures in order to create competitive advantages for companies, even though in this study the relationship between organizational culture and competitive advantage advantage through entrepreneurship and supply chain integration is inadequate as an intermediary variable between organizational culture and competitive advantage. So the hypothesis can be formulated as that:

H₂: Corporate culture has a positive effect on competitive advantage.

Innovation affects Competitive advantage.

Deniz Dilara Dereli (2015) concluded that the role of companies acting in global markets is very important to achieve competitive advantage for them and for their countries. To achieve a competitive advantage in today's global market, companies need innovative skills in creating, producing, marketing and managing. Companies must develop and implement strategies to develop and maintain innovative skills. This can only be done with the proper implementation of innovation management. Innovation, one of the most important tools of competitive advantage, brings success only when it is managed effectively. Creating new values and managing the creative process effectively opens up new markets and brings competitive advantages. Research also conducted by Hassan, et al. (2013: 257) in the manufacturing industry in Pakistan shows that the dimensions of innovation affect performance. So the hypothesis can be formulated as that:

H₃: Innovation has a positive effect on competitive advantage.

Commitment management affects Competitive advantage.

The results of Zeplin Jiwa Husada Tarigan's research, Hotlan Siagian, Ferry Jie (2020) The role of top management commitment is to increase competitive advantage through ERP integration and purchasing strategy. Shows that top management commitment affects ERP integration and purchasing strategy, top management commitment influences competitive advantage, ERP integration influences purchasing strategy, and ERP integration and purchasing strategy affects competitive advantage. One of the most interesting findings reveals that ERP integration and purchasing strategy mediates the effect of top management commitment on competitive advantage. Top management influences, directly and indirectly, competitive advantage. These results provide managerial implications that management needs to build ERP integration and determine the right purchasing strategy in increasing the competitive advantage of manufacturing companies. So the hypothesis can be formulated as that:

H₄: Commitment management has a positive effect on competitive advantage.

Competitive advantage affects Corporate Performance.

Research results from Mona Tiorina Manurung Johanes Sugiarto Ph., Bambang Munas D. (2016) in his research concluded that from the analysis of the research conducted, the results showed that competitive advantage variables had a direct effect on improving business performance. Furthermore, from the results of research from Arif Amborroh Putra. (2019) concluded that in testing the first hypothesis it shows that competitive strategies measured using Asset Utilization Efficiency have a significant positive effect on the performance of food and beverage companies listed on the Indonesia Stock Exchange. So the hypothesis can be formulated as that:

H₅: Competitive advantage has an effect on Corporate Performance.

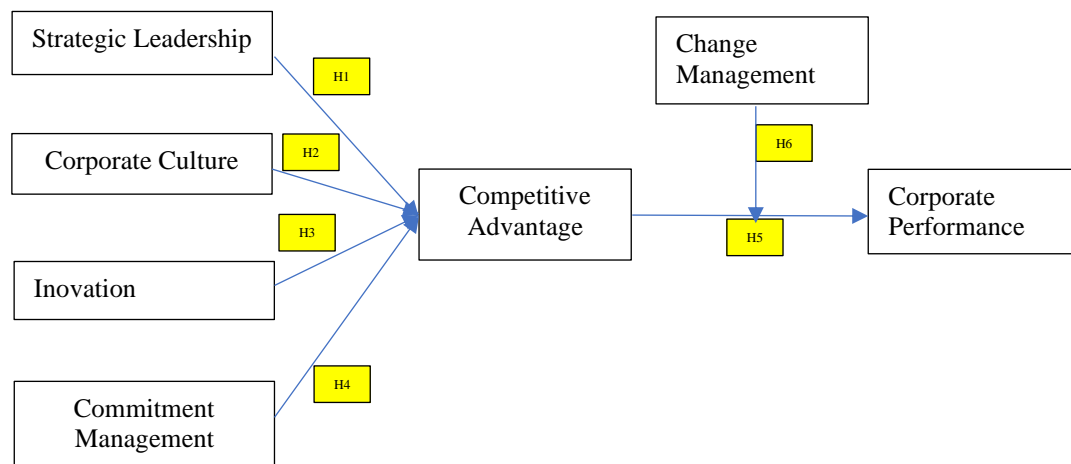
Competitive advantage influences Company Performance in moderation by Change Management.

Research results from Joeliaty Joeliaty, Yayan Firmansyah (2016) concluded that the direct effect of change management on employee performance is greater than the indirect effect through learning organizations. Meanwhile, from Tri Wulida Afrianty's research (2020), the results of this study stated that a number of things became clear. that this company has proven that change management has a positive effect on company performance. Then in research conducted by Anne Muchemi Elias Njoroge Wakonyo (2020) produced findings that support the theoretical foundation of chaos theory that small changes in organizational practices have the ability to produce big changes in future outcomes. So the hypothesis can be formulated as that:

H₆ : Competitive advantage influences Company Performance moderated by Change Management.

Theoretical Framework

The framework of this research framework is based on the theory of knowledge based view. The analysis model of this research can be expressed in the form of a chart that describes the specified relationships, such as:



This research is a descriptive quantitative research and causality. The sample method in this study uses probability sampling, where every member of the population has the opportunity or or has the same opportunity to be used as a sample in the study (Sugiyono, 2016).

3. METHODOLOGY

This study proposes a correlation study which attempts to know how one variable is related to another variable by assessing the variation in one variable as another variable change. The questionnaire will be specially designed to achieve the objective of the study particularly to measure the effect of the knowledge management enabler towards the knowledge process management and operational performance.

The data source obtained in this study was in the form of distributing questionnaires to employees of PT. Putraduta Buanasentosa who serves as General Manager, Manager and Team Leader or coordinator located at the head office in Jakarta, branch offices in Bandung and Surabaya.

With a target number of respondents of 200 respondents and return of questionnaires of 140 respondents consisting of General Managers, Managers and Team Leaders. Where the profile is divided into questionnaires based on demographics such as gender, age/age, last education, company position, term of office, years of service.

CONCLUSION

1. Strategic leadership has a positive and significant effect on competitive advantage at PT. Putraduta Buanasentosa, This shows that strategic leadership can increase competitive advantage in PT. Putraduta Buanasentosa because the company's operational implementers are very dependent on the strategies of the company's leaders in terms of managing the company to run effectively, developing employee knowledge and skills, although in this study respondents did not expect much from leaders in terms of determining the company's strategic direction, especially developing Vision and Mission. company.
2. Corporate culture has no significant effect on competitive advantage at PT. Putraduta Buanasentosa, this is caused by the rootedness of the organizational culture so that it is difficult to change and adapt to changing times, for example, the difficulty of changing the culture of working manually is changed to a culture that is practical and automatic.
3. Innovation has a positive and significant effect on competitive advantage at PT. Putraduta Buanasentosa, This shows that Innovation plays an active role in increasing the competitive advantage of PT. Putraduta Buanasentosa, This shows that Innovation plays an active role in increasing excellence by adding variations in the types of products/services, varying the prices of products/services and making improvements to

existing production tools and trying to take advantage of new tools or technologies. This is because operational actors still strongly believe that innovation is a factor in the company's success in winning market competition.

4. Commitment management has a positive and significant effect on competitive advantage at PT. Putraduta Buanasentosa, this shows that Innovation plays an active role in increasing excellence. This shows that Commitment management is needed by employees and systems to support increasing competitive advantage in PT. Putraduta Buanasentosa, this shows that Innovation plays an active role in increasing excellence, because with full support in every aspect, the company's operational actors will feel confident to create this competitive advantage.
5. Competitive advantage has a positive and significant effect on corporate performance at PT. Putraduta Buanasentosa, this shows that Innovation plays an active role in increasing excellence. This shows that Competitive advantage plays a very automatic role in supporting the improvement of corporate performance at PT. Putraduta Buanasentosa, this shows that Innovation plays an active role in increasing excellence, because by creating a competitive advantage, the company will easily get additional income and increase company profits and will be able to achieve the goals or targets that the company has.
6. Competitive advantage has no significant effect on corporate performance moderated by change management at PT. Putraduta Buanasentosa, This shows that Innovation plays an active role in increasing excellence, change management that moderates Competitive advantage is not something that supports improving company performance this is caused by the company's inability to make management changes, this is because this company adheres to a corporate mindset families, human resources are currently saturated so that the breakthroughs and changes made by management do not encourage an increase in company performance, and business is currently at a saturation point so that a lot of contract cooperation is obtained through business lobbying fees. So it is very difficult to make changes in management in a professional manner.

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