

## **The Influence of Organizational Culture and Change Management on Company Performance Through Competitive Advantage at PT. Sarana Abadi Makmur Bersama**

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### **Abstract**

This research aims to determine the influence of organizational culture and change management through competitive advantage on company performance at PT. Sarana Abadi Makmur Bersama. The research was carried out using a quantitative approach. The population is 435 employees with a sample of 87 respondents. The data collection technique uses a questionnaire which will be distributed to respondents by random sampling. Data analysis techniques use descriptive analysis, path analysis, regression analysis, and the Sobel test. The conclusion of the research is that competitive advantage is able to mediate organizational culture and change management on company performance at PT. Sarana Abadi Makmur Bersama. The main findings based on statistical results show that the greatest influence is from direct influence, namely: the change management variable with a beta value of 0.395 then organizational culture with a beta value of 0.297. The suggestion for companies is to focus more on improving change management and organizational culture which will make a greater contribution to improving company performance and increasing the company's competitive advantage.

**Keywords:** Organizational Culture, Change Management, Competitive Advantage, Company Performance

### **INTRODUCTION**

The development of the business world is currently entering the digital 4.0 era with exponential and rapid changes. In business, every company always hopes that its company can work effectively and efficiently so that it can maintain its survival both now and in the future. Sunyoto (2014) explains that the competitive advantage that has been achieved by a

company must be maintained to make this competitive advantage into a sustainable competitive advantage. Changes in the digital era 4.0 have also influenced the retail industry in Indonesia. Retail is a way of marketing products including all activities that involve selling goods directly to end consumers for personal and non-business use. Based on Euromonitor data in (Data Indonesia.id, 2022) there were 3.61 million retail units in Indonesia in 2021. This number decreased by 11.85% compared to 2020 which amounted to 4.1 million units. Based on type, traditional grocery stores are the most numerous retailers in Indonesia with a total of 3.57 million units with a percentage of 98%, then the remainder are 38,323 convenience stores, 1,411 supermarkets, 358 forecourt retailers and 285 hypermarket retailers. Retail sales transactions in Indonesia amount to Rp. 1,077.9 trillion in 2021, but this figure has decreased by 12% compared to the previous year. The large market potential has encouraged many companies to enter the retail industry, including companies that use digital technology, including: Blibli, Bukalapak, Tokopedia, Wahyoo, Rarali, ULA, and others.

Previous research describe organizational culture, change management, competitive advantage, and company performance. According to Megantoro (2014), organizational culture which includes internal integration and external adaptation has a significant influence on company performance. By making changes to the suitability of structures, processes and organizations to the business environment, it has a positive and significant influence on competitive advantage and company performance (Fakhrudin et al. , 2022). That competitive advantage becomes the attitudes, values and norms that apply in organizational culture so that it becomes a key strategy for companies to maintain competitive advantage (Siregar et al., 2019). According to Hang et al. (2021), that organizational culture, namely: involvement, consistency, adaptability, and mission have a positive and significant influence on company performance.

The central point of the distribution channel is the company's performance, with indicators of logistics costs incurred by the company ranging from 50% -60% of sales profits. These logistics costs include logistics activities from receiving goods, storing and sending ordered goods to customers. This problem is also experienced by PT. SAMB as a distributor company that has been running its business activities for almost two decades with an organizational culture that has been formed long since the company was founded where old values, work patterns and assumptions are still running and have become the company culture. This is a challenge for companies in facing changes in the business environment.

## **LITERATURE REVIEW**

According to Robbins (2014: 355), organizational culture refers to a system of sharing meaning carried out by members that differentiates an organization from other organizations. Based on the theoretical concept that organizational culture has a role in helping develop personnel's understanding of the vision, mission, strategy, goals and standard measures for achieving organizational goals (Mangkunegara, 2005). It can be concluded that culture is the core of the organization in developing the company's vision, mission, strategy, goals, and size standards. According to Robinson (1997:23), a company's mission is a specific goal that is structured as part of the company and other elements whose type identifies the scope of operations in the product, market, technology used.

According to Kotter (1996:30), managing change is important with competent management so that the transformation process remains controlled. It is also explaining that the biggest challenge is leading change so leadership is needed that can motivate the actions needed to change behaviour in a significant way.

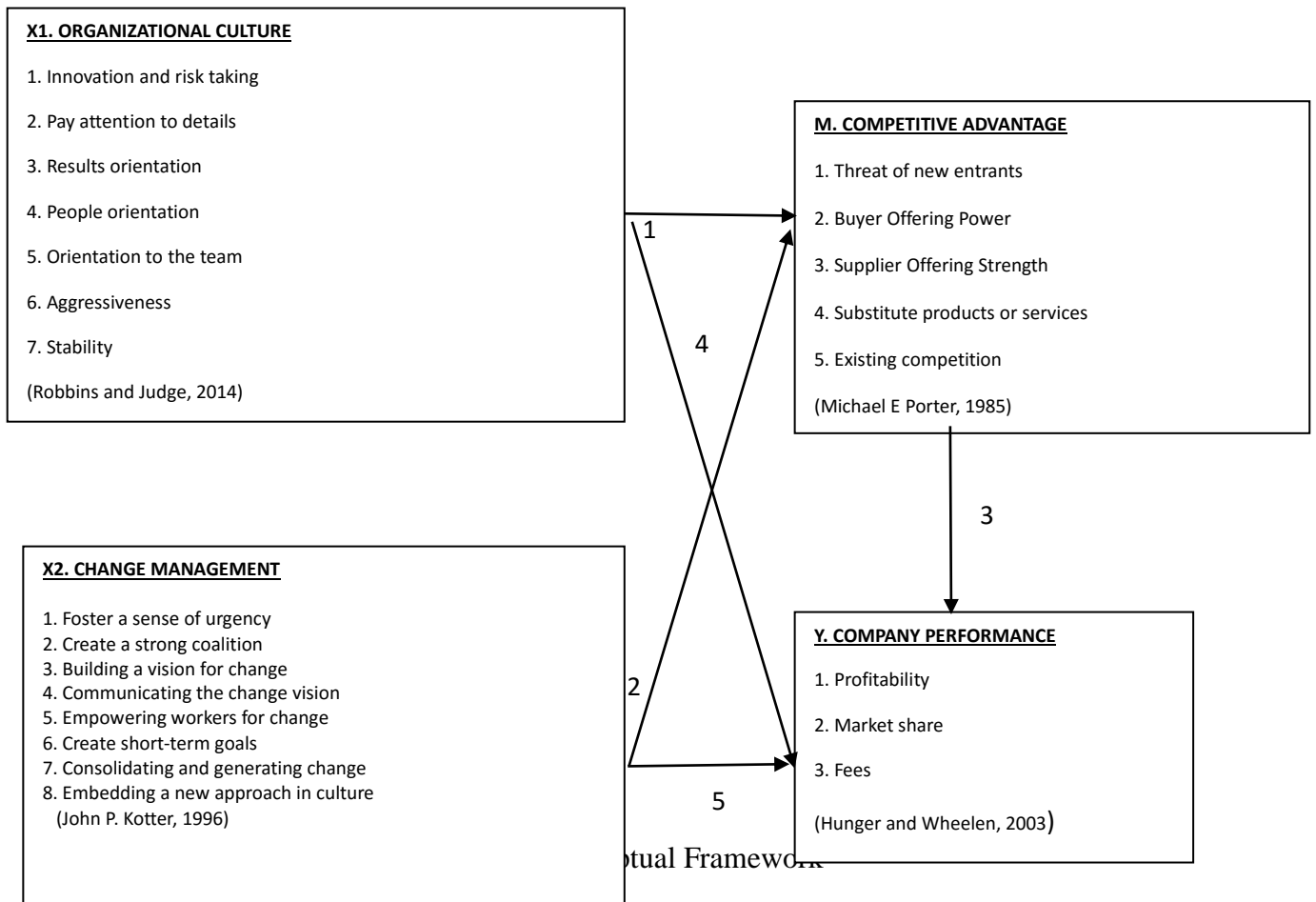
According to Porter (1985:1) competitive advantage is the result of a company's ability to overcome five competitive factors (threat of new entrants, buyer offering power, supplier offering strength, substitute products and services, and existing competitive threats). According to Clayton (1995), the theory of disruptive innovation is through a technology-based continuous innovation process. Entering the industrial era 4.0, competitive advantages must be dynamic and adaptive to change. This dynamic advantage is a collaboration between superior resources and digital technology.

According to Hunger et al., (2003: 391) the measurements used to assess company performance depend on the targets to be achieved by paying attention to profitability, market share and costs. Surya Dharma (2005:25) explains that performance is a process for determining what must be achieved, and an approach to managing and developing people in a way that can increase the possibility that targets will be achieved within a certain period of time, both short and long.

It is known that the success of an organization or a leader depends on several factors. Among the factors that influence the success or achievement of organizational goals is the performance of its leaders. Those who can combine leadership qualities with the power to create a strong influence on their subordinates and colleagues are seen as good leaders. The ability to lead is one's ability to motivate, influence, direct, and communicate with subordinates. Someone who has a position as a leader in an organization has the task to carry out leadership. In other words the leader is the person and leadership is the activity (Muhammad Farhan ; Muhammad Faisal 2021)

## Conceptual framework

The conceptual framework will explain the relationship between concepts or theories used as a research basis which is described as follows (Figure 1)



The aims of this research are to: 1) determine the influence of organizational culture on competitive advantage, 2) determine the influence of change management on competitive advantage, 3) determine the influence of competitive advantage on company performance, 4) determine the influence of organizational culture on company performance, 5) determine the influence of change management on company performance, 6) determine the influence of organizational culture on company performance through competitive advantage as a

mediating variable, and 7) determine the influence of change management on company performance through competitive advantage as a mediating variable.

The causal relationship between variables can be visualized in the research model (Figure 2)

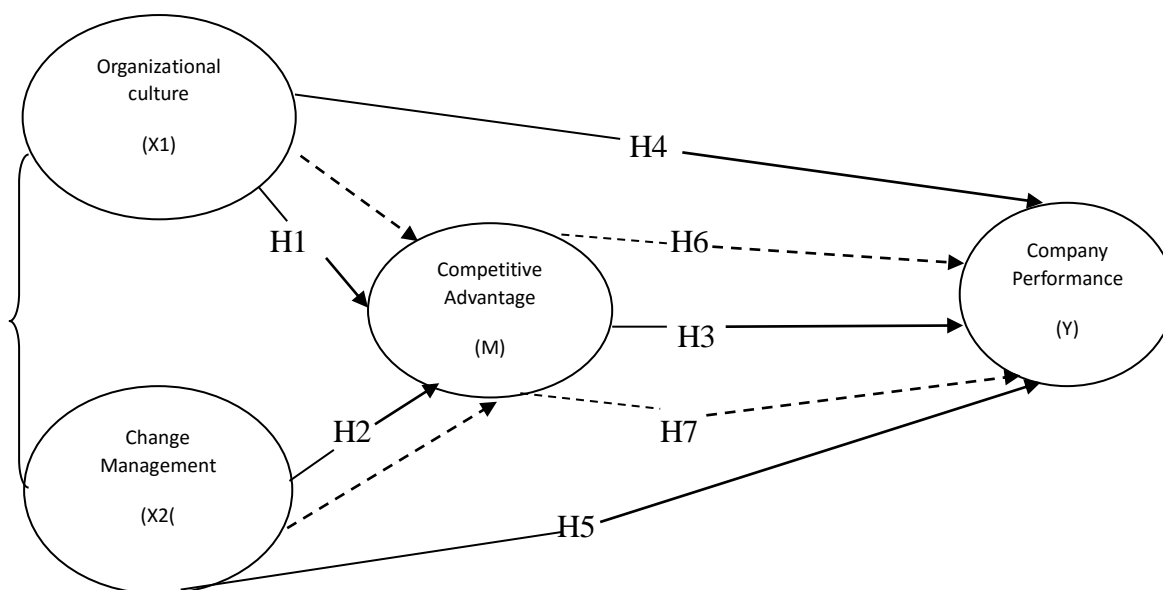


Figure 2 Research Model

H.1 It is suspected that there is an influence of organizational culture on competitive advantage.

H.2 It is suspected that there is an influence of change management on competitive advantage.

H.3 It is suspected that there is an influence of competitive advantage on company performance.

H.4 It is suspected that there is an influence of organizational culture on company performance.

H.5 It is suspected that there is an influence of change management on company performance.

H.6 It is suspected that there is an influence of organizational culture on company performance through competitive advantage

H.7 It is suspected that there is an influence of change management on company performance through competitive advantage.

### **C. RESEARCH METHOD**

This research is located at PT. Sarana Abadi Makmur Bersama and was carried out in the period March 2023 – June 2023. The population in this study were employees of PT. Sarana Abadi Makmur Bersama with a total number of 453 employees. In determining the sample size, the Slovin method was used which produced a sample of 87 respondents, with this sample size being greater than the minimum sample size of 60 respondents from previous research which was used as a reference in this research. The questionnaire research instrument uses an alternative answer to the Likert scale. Answers obtained in writing from respondents were classified into five categories and given a score on a scale of 1-5 as follows: scale 1 represents strongly disagree, scale 2 represents disagree, scale 3 represents neutral, scale 4 represents agree, and scale 5 represents strongly agree. The research questionnaire contains statement items including; organizational culture variable (X1) with 17 statements, change management (X2) with 17 statements, competitive advantage (M) with 9 statements, and company performance (Y) with 9 statements.

The research method is multiple regression analysis using the SPSS version 27 application. The method stages are through the path analysis model, R2 coefficient of determination, t test and Sobel test. Instrument Test where one of the criteria for good research is that it meets validity and reliability. Testing the validity of this research instrument

uses the Product Moment correlation technique, at a significance of 5% where the calculation is:  $df = n - 2$ , then;  $87 - 2 = 85$ ; obtained r-table value of 0.211.

The reliability test in this research uses the Cronbach Alpha method as a benchmark for the high and low reliability coefficients.

0.800 – 1.00 = Very high

0.600 – 0.800 = High

0.400 – 0.600 = Enough

0.200 – 0.400 = Low

0.000 – 0.200 = Very low

Path analysis is determined and then multiple regression analysis is carried out to produce the beta coefficient value between the exogenous variable and the endogenous variable, which is concluded with the following equation:

- Substructure Equation 1:  $M = a + b_1X_1 + b_2X_2 + e$

- Substructure Equation 2:  $Y = a + b_1X_1 + b_2X_2 + b_3M +$

## RESULTS & DISCUSSION

### 1. Multiple Regression Analysis

Table 1. Test Results for the Coefficient of Determination

	<b>R Square</b>	<b>Adjusted R Square</b>
Competitive Advantage (M)	0,841	0,838
Company Performance (Y)	0,830	0,824

Based on Table 1, the RSquare coefficient of determination on the endogenous variable competitive advantage is 0.841, this shows that all exogenous variables



simultaneously have an influence of 84.1% on competitive advantage. Meanwhile, the remaining 15.9% was influenced by other variables not tested in the research. Based on Table 1, the RSquare coefficient of determination on the endogenous variable of company performance is 0.830, this shows that all exogenous variables simultaneously have an influence of 83.0% on company performance. Meanwhile, the remaining 17.0% was influenced by other variables not tested in the research.

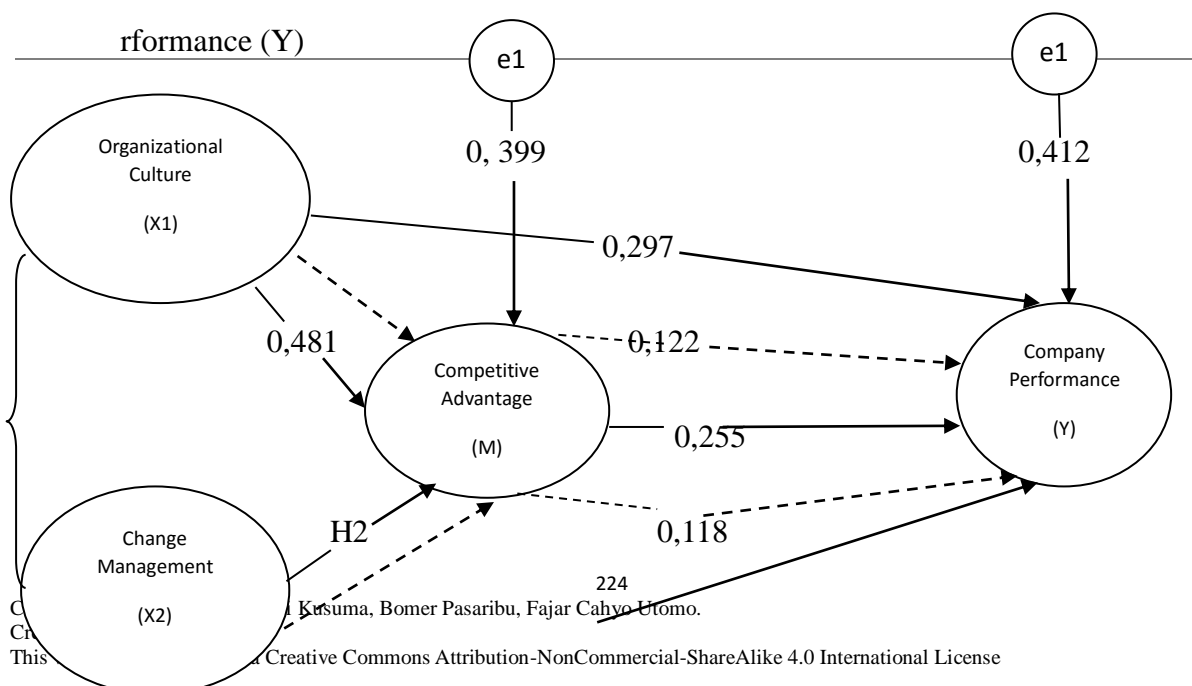
## 2. Hypothesis Testing Results

Table 2. Direct Effect (DE)

		<i>beta</i> <b>(DE)</b>	<i>sig.</i>	<i>t-statistics</i>
H.1	Organizational Culture (X1) > Competitive Advantage (M)	0,481	0,000	5,319
H.2	Change Management (X2) > Competitive Advantage (M)	0,466	0,000	5,162
H.3	Competitive Advantage (M) > Company Performance (Y)	0,255	0,008	2,245
H.4	Organizational Culture (X1) > Company Performance (Y)	0,297	0,000	2,726
H.5	Change Management (X2) > Company Performance (Y)	0,395	0,027	3,658

Table 3. Indirect Effect (IE), Total Effect (TE)

		<i>beta</i> <b>(IE)</b>	<i>beta</i> <b>(TE)</b>	<i>sig.</i>	<i>t-statistics</i>
H.6	Organizational Culture (X1) > Competitive Advantage (M) > Company Performance (Y)	0,122	0,419	0,017	2,101
H.7	Change Management (X2) > Competitive Advantage (M) > Company Performance (Y)	0,118	0,513	0,017	2,099



0,395

Figure 3. Image of Hypothesis Test Structure Equation

The structural equation from Figure 3 for path analysis is explained as follows:

- Substructure Equation 1:  $M = 0.481X_1 + 0.466 X_2 + 0.399$
- Substructure Equation 2:  $Y = 0.297X_1 + 0.395X_2 + 0.255M + 0.412$

From Figure 3 it can be described into 7 path models as follows:

1. Direct Effect (DE):  $X_1 \rightarrow M = 0.481$
2. Direct Effect (DE):  $X_2 \rightarrow M = 0.466$
3. Direct Effect (DE):  $M \rightarrow Y = 0.255$
4. Direct Effect (DE):  $X_1 \rightarrow Y = 0.297$
5. Direct Effect (DE):  $X_2 \rightarrow Y = 0.395$
6. Indirect Effect (IE):

Total Effect (TE):

7. Indirect Effect (IE)

Total Effect (TE):

Based on Table 2 and Table 3, hypothesis testing can be explained as follows:

### Hypothesis 1. Organizational Culture on Competitive Advantage

Based on Table 2, it shows that organizational culture on competitive advantage is positive with a beta value of 0.481. Furthermore, based on the H1 t-statistics of 5.319, it is

greater than the level or  $5.319 > 1.989$  and the sig. equal to 0.000 smaller than the significant level or  $0.000 < 0.005$  this indicates that the contribution of organizational culture to competitive advantage is significant. So, it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, there will be a positive and significant effect on organizational culture on competitive advantage at PT. SAMB.

#### Hypothesis 2. Change Management for Competitive Advantage

Based on Table 2, it shows that change management on competitive advantage is positive with a beta value of 0.466. Furthermore, based on the  $H_2$  t-statistics of 5.162, it is greater than the level or  $5.162 > 1.989$  and the sig. equal to 0.000 smaller than the significant level or  $0.000 < 0.005$  this indicates that the contribution of change management to competitive advantage is significant. So, it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, will have a positive and significant effect on change management on competitive advantage at PT. SAMB.

#### Hypothesis 3. Competitive Advantage on Company Performance

Based on Table 2, it shows that competitive advantage on company performance is positive with a beta value of 0.255. Furthermore, based on the t-statistics  $H_3$ , it is 2.245 which is greater than the level or  $2.245 > 1.989$  and the sig. equal to 0.000 smaller than the significant level or  $0.008 < 0.005$  this indicates that the contribution of competitive advantage to company performance is significant. So, it can be concluded that  $H_0$  is rejected and  $H_a$  is accepted, will have a positive and significant effect on competitive advantage on company performance at PT. SAMB.

#### Hypothesis 4. Organizational Culture on Company Performance

Based on Table 2, it shows that organizational culture on company performance is positive with a beta value of 0.297. Furthermore, based on the H4 t-statistics of 2.726, it is greater than the level or  $2.726 > 1.989$  and the sig. equal to 0.000 smaller than the significant level or  $0.000 < 0.005$  this indicates that the contribution of organizational culture to company performance is significant. So, it can be concluded that H0 is rejected and Ha is accepted, there will be a positive and significant effect on organizational culture on company performance at PT. SAMB.

#### Hypothesis 5. Change Management on Company Performance

Based on Table 2 shows that change management on company performance is positive with a beta value of 0.395. Furthermore, based on the H5 t-statistics, it is 3.658 greater than the level or  $3.658 > 1.989$  and the sig. amounting to 0.027 is smaller than the real level or  $0.027 < 0.005$ , this shows that the contribution of change management to company performance is significant. So, it can be concluded that H0 is rejected and Ha is accepted, it will have a positive and significant effect on change management on company performance at PT. SAMB.

#### Hypothesis 6. Organizational Culture on Competitive Advantage Through Competitive Advantage

Based on Table 3, it shows that competitive advantage mediates organizational culture on company performance is positive with a beta value of 0.122. Furthermore, based on the t-statistics H6, it is 2.101 which is greater than the level or  $2.101 > 1.989$  and the sig. amounting to 0.017 is smaller than the real level or  $0.017 < 0.005$ , this shows that competitive advantage significantly mediates organizational culture on company performance or is significant. The beta direct effect value is greater than the indirect effect, indicating that the

actual effect is the direct influence of organizational culture on company performance, expressed as partial mediation. The total effect (TE) value of organizational culture on company performance through competitive advantage is 0.419.

#### Hypothesis 7. Change Management for Competitive Advantage Through Competitive Advantage

Based on Table 3, it shows that competitive advantage mediates change management on company performance is positive with a beta value of 0.118. Furthermore, based on the H7 t-statistics of 2.099, it is greater than the level or  $2.099 > 1.989$  and the sig. amounting to 0.017 is smaller than the real level or  $0.017 < 0.005$ , this shows that competitive advantage significantly mediates change management on company performance or is significant. The beta direct effect value is greater than the indirect effect, indicating that the actual effect is the direct effect of change management on company performance, expressed as partial mediation. The total effect (TE) value of change management on company performance through competitive advantage is 0.513.

Table 4. Summary of Research Hypothesis Results

				<i>beta</i> (IE)	<i>beta</i> (TE)	<i>sig.</i>	<i>t-statistics</i>	<i>RSquare</i>
H.1	Organizational Culture (X1)	>	Competitive Advantage (M)	0,481		Significant	5,319	
H.2	Change Management (X2)	>	Competitive Advantage	0,466		Significant	5,162	
H.3	Competitive Advantage)	>	Company Performance (Y)	0,255		Significant	2,245	
H.4	Organizational Culture (X1)		Company Performance (Y)	0,297		Significant	2,726	
H.5	Change Management (X2)		Company Performance (Y)	0,395		Significant	3,658	
H.6	Organizational Culture (X1)	>	Competitive Advantage > Company Performance (Y)	0,122	0,419	Significant	2,101	
H.7	Change Management (X2)	>	Competitive Advantage (M) >	0,118	0,513	Significant	2,099	

Company Performance (Y)	
$X_1, X_2 > M$	0,841
$X_1, X_2, M > Y$	0,830

## CONCLUSION AND SUGGESTION

Based on the results of hypothesis testing, it can be concluded that competitive advantage is able to mediate organizational culture and change management on company performance at PT. Sarana Abadi Makmur Bersama. Statistical results show that the biggest influence on company performance is the direct influence of change management. Where the change management variable has a beta value of 0.395 which is greater than the organizational culture variable which has a beta value of 0.297. The indirect effect of organizational culture on performance through competitive advantage has a beta value of 0.122, then the indirect effect of change management on company performance through competitive advantage has a beta value of 0.118. It can be said that improving change management and organizational culture will contribute more to improving company performance than through competitive advantage mediating variables. This mediation effect is expressed as partial mediation. Meanwhile, the effect of organizational culture on competitive advantage has a beta value of 0.481 and the effect of change management on competitive advantage has a beta value of 0.466.

Suggestions for companies are to carry out change management, including: a new invention or improvement to existing processes, work methods and products will make a greater contribution to improving company performance and increasing the company's competitive advantage. In addition, companies also need to pay attention to organizational culture which contributes more to company performance than through competitive advantage. By consistently making efforts to improve organizational culture and change management, it

will have a positive and significant impact on improving company performance and increasing the company's competitive advantage.

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