



The Relationship between Strategic Leadership, Competitive Advantage and Intellectual Capital : Evidence from Hotel in Tangerang Indonesia

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Abstract: *This study is accomplished to reveal the relationship between strategic leadership, competitive advantage, intellectual capital by examining from the effect of strategic leadership on competitive advantage with intellectual capital as intervening variable. The sample used in this study is a company in the hotel sector in the city of Tangerang, Indonesia. Competitive advantage is one of the most important variables that can determine the capabilities of the companies. Other variable like strategic leadership also contributes on creating competitive advantage. On the other hand, the application of strategic leadership cannot be separated from the support of intellectual capital in the companies. The data analysis technique used in this study was partial least square to describe the relationship among variables. The result of this study showed that strategic leadership and intellectual capital affected competitive advantage positively and significantly in company in the hotel sector in the city of Tangerang, Indonesia.*

Keywords: *strategic leadership; intellectual capital; competitive advantage*

I. Introduction

In the current era, there are many companies experiencing rapid development. In facing this competition, companies need a competitive advantage to be able to maintain the continuity of their business and be able to compete in the competitive business world. A hotel is a company managed by its owner by providing food, drink, and room facilities for sleeping to people who travel and are able to pay a reasonable amount according to the services received without any special agreement. A good hotel is synonymous with a luxury hotel which has large rooms, complete facilities, luxurious design, and good service. But in the midst of difficult economic conditions, most people will certainly find it difficult if they have to pay a fortune for an inn.

Therefore, a hotel appears that can be adapted to the circumstances and needs of a budget hotel, is a solution for the growing middle class. Experts try to determine this type of hotel by price group, but this is ineffective because prices can change over time. Others use hotel attributes, range of services, and size to differentiate budget hotels from full-service ones. Another definition highlights the operational features of a budget hotel, including its strategic location, brands that have affiliate relationships, and consistent offerings . Recent developments in the budget hotel sector have involved further class-based product grouping. To highlight the goal of budget savings, companies use the same term, i.e. budget hotels are widely used in different contexts. The terms budget hotel and economy hotel are still being debated . Mid-service hotels and low-cost hotels continue to increase. As for holidays, especially in hotels with good facilities and services, of course, you need a big budget. Because

of that, budget hotels are developing in Indonesia, with standard services and comfortable resting places, sufficient facilities at low prices, Indonesian people who are middle class and lower middle class prefer budget hotels. To just rest while the holidays are spent at tourist destinations.

Strategy is a way or approach applied by managers in achieving organizational goals. In order for this strategy to be implemented properly, a strategy is needed that can be used to ensure that all members of the organization have implemented the strategy to achieve common goals (goal congruence). The competitive advantage of a company can be influenced by the strategy implemented by company management. Managers as leaders in carrying out the company's operational activities have an important role in aligning company goals. According to (Jooste & Fourie, 2009), strategic leadership is the ability of leaders to be able to anticipate, imagine, maintain flexibility, and give authority to others to create strategic changes needed by the organization. The leader must be able to determine the goals and vision and mission of the company and must develop the human resources they have.

Human resources owned by the company is a very important aspect of achieving company goals. Company goals will be achieved if management provides motivation and inspiration to its employees. Managers must always be able to bring an organization able to adapt to environmental conditions, have superior competition, and provide innovation (Setiawan & Yuniarsih, 2018). Strategic leadership is considered to have an influence on competitive advantage. Research from (Sibghatullah & Raza, 2020) concluded that strategic leadership has an influence on competitive advantage. The results of strategic leadership research on competitive advantage have results that are consistent with other studies (Combe & Greenley, 2004), (Mahdi & Almsafir, 2014). Therefore, competitive advantage is one of the most important variables that can be used as a benchmark for a company's ability to face business competition. In order to create a competitive advantage for organizations, strategic leadership or strategic leadership can be one of the influencing factors. (Ireland & Hitt, 1999) that strategic leadership can be a source of competitive advantage.

Likewise (Ireland & Hitt, 1999) which states that to build a competitive advantage, strategic leadership practices are needed. Therefore, strategic leadership can be one of the most important variables that affect a company's competitive advantage. There are previous studies that have examined the relationship between strategic leadership and competitive advantage. (Hunitie, 2018) (Mahdi & Almsafir, 2014) in his research found that strategic leadership has a positive effect on sustainable competitive advantage, where competitive advantage can be increased when strategic leadership is implemented. (Kamukama, 2013) states that the dimensions of intellectual capital work synergistically in influencing competitive advantage. Meanwhile, (Nahapiet & Goshal, 1998) states that the evolution of intellectual capital underlies organizational excellence. When a company has qualified intellectual capital, the company will certainly be able to create better value than its competitors, and in the end will create a competitive advantage for the company. Because of this, it is estimated that intellectual capital can affect a company's competitive advantage.

Related to the influence of the intellectual capital variable on competitive advantage, there has been previous research that examined the relationship between the two variables. (Kamukama, 2013) in his research found that intellectual capital has a positive effect on competitive advantage. Meanwhile research by (Chen, 2008) shows results where green intellectual capital correlates positively to competitive advantage. Intellectual capital, which is a corporate resource, is also related to strategic leadership. (Müller & Raich, 2005) states that

leadership is an intangible asset, but also has a strong influence and impact on other intangible assets. This makes sense because a leader is a person who is responsible for maximizing all resources to achieve company goals.

Based on this statement, it is estimated that strategic leadership can have an impact on the company's intellectual capital. Previous research such as (Müller & Raich, 2005) found that leadership has a positive influence on intellectual capital. Meanwhile in research (Worden, 2012) found that strategic leadership also has a positive correlation with reputational capital. Reputational capital itself is a dimension of Intellectual capital. Unfortunately, these studies, although related, are not directly related to the variables used in this study. So far there has not been much research that specifically examines the influence of strategic leadership variables on competitive advantage and uses intellectual capital as an intervening variable with its object in budget hotels in developing countries. In addition, previous research related to the variables above was not carried out in Indonesia, where the environment and culture are different from other countries.

By looking at the explanation above, the authors are interested in conducting research on the effect of strategic leadership on competitive advantage with the intellectual capital as an intervening variable in hotels in Tangerang, Indonesia.

II. Review of Literature

2.1 Resources Based Theory

The Resources Based Theory (RBT) developed by Barney in 1991 is widely recognized as a powerful theory for describing, explaining, and predicting organizational relationships. RBT is motivated by a shift in the assumption that many researchers place more emphasis on analyzing external opportunities and threats rather than analyzing the company's internal. RBT explains the importance of managing company resources to be able to increase its competitive advantage. (Barney, 1991) explains that RBT can help develop resources and capabilities that are very important in understanding a company's competitive advantage.

In addition, it can help determine the resources and capabilities of tangible and intangible assets such as company management capabilities, information, company business processes that can help implement company strategy. According to (Holdford, 2018), Resource Based Theory (RBT) is an innovation to achieve a sustainable competitive advantage by collecting and using resources to serve the interests of consumers in a way that is difficult to replace and imitate.

In the explanation above, it can be concluded that Resource Based Theory (RBT) is a theory that explains the importance of the resources owned by a company to be able to compete and increase its competitive advantage. This of course must be an important concern for the company's internal parties in order to maximize the resources they have. Companies must have a good strategy to be able to empower these resources

The author discusses theories related to strategic leadership, intellectual capital, and competitive advantage so that this theory can be used as a basic knowledge of how strategic leadership influences competitive advantage in companies engaged in the hospitality sector in Tangerang through intellectual capital.

Leadership is a group of people who lead and direct a group's activities to achieve the group's goals.(Ogbeidi, 2012). The leadership described above is more about management, not a company or organization leader. While defines leadership as a dynamic process of working in groups where one individual for a certain period of time, and in a certain organizational context invites and influences other group members to commit freely to achieving group goals or common goals.(Abeguki et al., 2014)

2.2 Strategic leadership

Strategic leadership is a decision-making activity to achieve a predetermined company plan and has an important role in the uncertainty of conditions within the company. It is hoped that strategic leadership will make companies adapt and survive in the market competition so that company leaders must be able to provide innovation for their companies (Aslan et al., 2011). According to (Jooste & Fourie, 2009) in strategic leadership is the ability possessed by a leader in anticipating, maintaining, imagining, and authorizing others to create a change in the company. The leader must have a style of strategic leadership as explained by (Ireland & Hitt, 1999) which includes:

a) Determining the Firm's Purpose or Vision

A Manager must be able to provide a general guideline to provide direction to company goals. With the company's goals will enable the company to focus on creating a competitive advantage.

b) Exploiting and Maintaining Core Competencies

This competency is a resource owned by the company to create its competitive advantage. The development and utilization of these resources will provide good results for the success of the company

c) Developing Human Capital

Human Resources (HR) is an important component in creating a competitive advantage. Success in competing with other companies will depend on the ability of managers to form and develop good-quality human resources. The challenge in strategic leadership in the future is how to find ways to encourage human resources to compete and excel.

d) Sustaining an Effective Organizational Culture

The culture of an organization refers to a set of ideologies, symbols, and values throughout the company. The culture reflects what the company has learned about the challenges of life and sustainable growth. An effective culture is a condition where human resources understand that competitive advantage will not last forever and the company must continue to move towards a better direction.

e) Emphasizing Ethical Practices

Strategic leaders who are able to display honesty, trust, and integrity will be able to inspire human resources and build a corporate culture that applies good ethical principles. The challenge for this strategic leader is how to instill normative values that can influence the behavior of both individuals and companies.

f) Establishing Balanced Organizational Controls

Company leaders who can build innovative employee behavior will produce a competitive advantage for the company. Top managers are responsible for the

development and effective use of strategic and financial controls. When company leaders are able to integrate a set of knowledge to produce competitive insights, strategic control will increase.

From the explanation above, it can be concluded that strategic leadership is the ability possessed by a leader in making decisions and maintaining and developing existing human resources in order to increase their competitive advantage.

2.3 Intellectual Capital

The term intellectual capital refers to resources that are intangible. Intangible resources themselves have been discussed since the mid-1960s (Axtle, 2006). According to (Axtle, 2006), the term intellectual capital has been used to group all intangible assets, because the term intellectual capital itself is a management terminology that has no relation to what is called capital in the accounting equation. There are several definitions related to Intellectual capital from several previous studies.

(Mondal & Ghosh, 2012) states that intellectual capital is generally an important resource for value creation. (Choudhury, 2010) in his research stated that there are three dimensions or indicators of intellectual capital, namely human capital, organizational capital, and social capital:

a) Human Capital

Human capital or human capital are talented people who have critical elements for companies to develop superior products and services so as to satisfy customers. Human capital is important to be implemented successfully so that company goals are achieved.

b) Organizational Capital

Organizational capital or organizational capital is knowledge and learning at the organizational level or knowledge and learning embedded in the organization.

c) Social Capital

Social capital or social capital is knowledge that is bound in the form of relationships between employees, customers, suppliers, partners, alliances, and the like. Social capital produces innovation, better problem solving, which increases production, service, and customer satisfaction.

2.4 Competitive Advantage

Peteraf in (Krause, 2013) defines competitive advantage as income that is held higher than usual. According to (Besanko et al., 2000), a company has a competitive advantage if it obtains higher economic benefits than the average economic level in the same market. Competitive advantage in companies can produce goods or services that their customers seem to prefer over those produced by competitors. (Thatte et al., 2013) stated that the dimensions of competitive advantage consist of 5 dimensions, namely:

a) Price

Organizations are able to compete with major competitors based on low prices.

b) Quality

An organization is able to offer quality and performance products that create higher value for customer

c) Deliver Dependability

An organization is able to provide on time the type and volume of products required by customers.

d) Product Innovation

Organizations are able to introduce new products and features` in the market.

e) Time to Market

An organization is able to introduce new products more quickly than its main competitors.

2.5 Research Hypothesis

From the literature study stated above, the researcher established the following hypothesis:

a. The Relationship between Strategic Leadership and Competitive Advantage

Strategic leadership is considered to have an influence on competitive advantage. Research from (Sibghatullah & Raza, 2020) concluded that strategic leadership has an influence on competitive advantage.

(Ojokuku et al., 2012) states that leadership style has a strong relationship with organizational performance. Organizational performance itself is very strongly related to the resulting competitive advantage organization. (Majeed, 2011) states that competitive advantage positively affects organizational performance. Strategic leadership itself is about how to manage the company's strategy-making process very effectively to create a competitive advantage. Several previous studies have acknowledged the existence of a relationship or relationship between strategic leadership and organizational competitive advantage. According to (Ireland & Hitt, 1999) stated that strategic leadership can be a source of competitive advantage. Meanwhile (Mahdi & Almsafir, 2014) in his research also states that sustainable competitive advantage can be increased when strategic leadership is applied.

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

b. The Relationship between Strategic Leadership and Intellectual Capital

(Singh & Das, 2007) in his research stated that resources within a company are allocated and configured by strategic leaders, and the effective conversion of resources into capabilities depends on the strategic leadership of the company. Leadership is an intangible asset, but it also has a strong influence and impact on other intangible assets (Müller & Raich, 2005). Intellectual capital itself is a management term that refers to intangible assets (Axtle, 2006). According to (Hitt & Duane, 2002), the essence of strategic leadership is to make effective human capital and social capital to create value for the company can influence employees (human capital) to voluntarily make decisions that improve the organization is the most important part of strategic leadership (Rowe, 2001). Human capital performance is strongly influenced by strategic leadership skills in designing and implementing policies (Memon et al., 2009).

Then H2: There is a positive impact between strategic leadership on intellectual capital.

c. The Relationship Between Intellectual Capital and Competitive Advantage

According to (Hamzah & Ismail, 2008), intellectual capital is the most important resource in the economy. To increase sustainable competitive advantage, intellectual capital is recognized as one of the most important assets. So conceptually, intellectual capital has a

relationship to the competitive advantage of the organization. Sustainable competitive advantage is no longer rooted in the research of physical assets and financial capital, but in the effective distribution of intellectual capital. According to (Marr et al., 2003) intellectual capital is the main driver of innovation and competitive advantage in today's knowledge-based economy. There has been previous research examining the relationship between intellectual capital and competitive advantage. (Kamukama, 2013) in his research states that the dimensions of intellectual capital work synergistically to influence competitive advantage, or it can be said that intellectual capital has a positive influence on competitive advantage. Then H3: There is a positive impact between intellectual capital on competitive advantage.

III. Research Methods

3.1 Data Types and Sources

The type of data that researchers take is primary data. Primary data is data obtained from the first source, both from individuals and individuals. This data is the result of filling out a questionnaire for strategic leadership, intellectual capital, and competitive advantage variables. The measurement scale used is the Likert scale. The Likert scale is used when researchers want to measure the attitudes, opinions, and perceptions of a person or group regarding the phenomenon under study. Each question indicator in the questionnaire will be measured using a Likert scale, namely (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree.

3.2 Population, Sample, and Sampling Technique

The population used in this study were employees of hotels in Tangerang, Indonesia. The sample selection technique will use a non-random sampling method. Data collection was carried out by convenience sampling where the selected sample is a sample that is easy to collect. The number of samples used in this study were taken from 35 hotels, with each budget hotel selected 3 employees as manager who has worked for more than 3 years and the total sample total in 105 person

3.3 Technical Data Analysis

This study uses the Partial Least Square (PLS) data analysis technique which is a part of the Structural Equation Model (SEM), with the calculation process assisted by the SmartPLS application program. There are two PLS analysis models, namely the inner model and the outer model. The outer model is a specification of the relationship between variables and their indicators, while the inner model is a specification of the relationship about hidden or latent variables, namely between exogenous variables and endogenous variables.

The outer model is used to measure the validity and reliability of this research instrument. Evaluation for the outer model or measurement model can be done through:

a) Convergent Validity.

Convergent validity is used to measure in determining whether each estimated indicator validly measures the dimensions of the concept being measured. The individual reflexive measure is said to be high if it correlates more than 0.70 with the construct you want to measure. However, for research in the early stages of developing a measurement scale, a loading value of 0.50 to 0.60 is considered sufficient (Chin, 1998).

b) Discriminant Validity

Discriminant validity is an indicator measurement with its latent variables. Discriminant validity measurements were assessed based on cross loading measurements with the construct. In addition, discriminant validity can be carried out by comparing the square root average variance extracted (AVE root) value of each construct with the correlation between the constructs and the correlation between the constructs with the other constructs in the model. If the AVE root value of a construct is greater than the correlation value of the other constructs in the model, it can be concluded that the construct has good discriminant validity. It is recommended that the AVE root value should be greater than 0.50 (Fornell, C., & Larcker, 2016).

c) Composite Reliability

Composite reliability shows a degree that indicates common latent (unobserved), so that it can show block indicators that measure internal consistency and construct forming indicators. The accepted limit value for the composite reliability level is 0.60 (Ghozali, 2011).

This study uses quantitative data types. Quantitative data is data that is measured using a numerical scale (numbers). Research with quantitative data will be calculated using statistical formulas and usually expressed in the form of numbers and numbers.

In designing the questionnaire, researchers used previous designs from previous researchers. This questionnaire will be divided into three parts, namely:

a) Strategic Leadership adopted from (Ireland & Hitt, 1999)

1. Determining the Firm's Purpose or Vision (SL1)
2. Exploiting and Maintaining Core Competencies (SL2)
3. Developing Human Capital (SL3)
4. Sustaining an Effective Organizational Culture (SL4)
5. Emphasizing Ethical Practices (SL5)
6. Establishing Balanced Organizational Controls (SL6)

b) Intellectual Capital adopted from (Choudhury, 2010)

1. Human Capital (IC1)
2. Organizational Capital (IC2)
3. Social Capital (IC3)

c) Competitive Advantage adopted from (Thatte et al., 2013)

1. Price (CA1)
2. Quality (CA2)
3. Deliver Dependability (CA3)
4. Product Innovation (CA4)
5. Time to Market (CA5)

IV. Results and Discussion

4.1 Validity Test

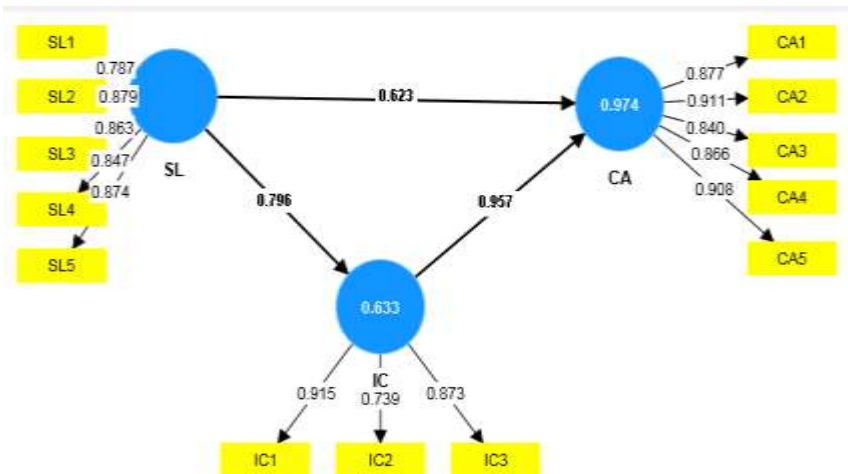
The validity test was carried out using the convergent validity method and discriminant validity

Table 1. Cross Loading Value

	CA	IC	SL
CA1	0,867	0,623	0,849
CA2	0,919	0,638	0,910
CA3	0,843	0,627	0,853
CA4	0,856	0,626	0,841
CA5	0,916	0,626	0,904
IC1	0,706	0,915	0,732
IC2	0,775	0,736	0,663
IC3	0,673	0,874	0,771
SL1	0,673	0,874	0,771
SL2	0,867	0,623	0,849
SL3	0,919	0,638	0,910
SL4	0,843	0,627	0,853
SL5	0,856	0,626	0,841
SL6	0,916	0,626	0,904

Based on the table above it is known that the outer loading value of each indicator of each research variable is all worth more than 0.5. This means that the indicators used in this study have met convergent validity. The results of the outer loading values can also be seen through the PLS structural model as follows:

Research Model



4.2 Convergent Validity Method

Convergent validity or convergent validity using loading factor and average variance extracted (AVE)h

Table 2. Average Variance Extracted

Variable	AVE
Strategic Leadership	0,733
Intellectual Capital	0,715
Competitive Advantage	0,776

Based on the table above, it can be seen that the AVE value for the strategic leadership variable is 0.733, the AVE value for the intellectual capital variable is 0.715, the

AVE value for the competitive advantage variable is 0.776. Thus, the output results of the three AVE variables have good discriminant validity that meet predetermined criteria.

4.3 Composite Reliability

Table 3. Composite Reliability

Variable	Reliability
Strategic Leadership	0,927
Intellectual Capital	0,884
Competitive Advantage	0,929

Based on the table above, it can be seen from the output that the composite reliability value for the strategic leadership variable is 0,927 , the intellectual capital variable is 0,884 and the competitive advantage variable is 0,929. The composite reliability values of the three variables are all greater than 0, 60. Thus the model in this study can be said to be reliable

4.4 Inner Model Evaluation

Table 4. Result R-Square

Variable	R-Square
Intellectual Capital	0,612
Competitive Advantage	0,989

The R-square value for intellectual capital is 0.612. This value indicates that the percentage that can be explained by strategic leadership that can be explained by intellectual capital is 61.2%. The R-square value for competitive advantage is 0.989. This value means that the percentage of intellectual capital that can be explained by competitive advantage is 98.9%.

The goodness of fit assessment in the PLS model can be seen from the Q2 value. The Q2 value has the same meaning as the coefficient of determination (R-square / R2) in the regression analysis. The higher R2, the model can be said to be more fit with the data. From the table above, it can be seen that the Q2 value is as follows: $Q2 \text{ value} = 1 - ((1-0.612) \times (1-0.989)) = 1 - ((0.388) \times (0.011)) = 60,1 \%$ In this research model the resulting total R square value is 60,1 %, meaning that the magnitude of the diversity of the research data that can be explained by the structural model is equal to, while the remaining 39,9 % is influenced by other factors.

4.5 Path Coefficient Values and t-test

There are three research hypotheses in this study, and the results of testing these hypotheses can be accepted if the t-statistic > 1.96. Following are the path coefficient values (original sample estimate) and t-count values (t-statistics) in the inner model:

Table 5. Results of Path Coefficient Values and t-test (Hypothesis Test)

Variabel	Original Sample	T – Test
Strategic Leadership -> Competitive Advantage	0,681	103,280
Strategic Leadership -> Intellectual Capital	0,782	17,804
Intellectual Capital -> Competitive Advantage	0,887	9,187

4.6 Hypothesis Test

The research hypothesis can be accepted if the value of t count (t-statistic) > t table at an error rate (α) of 5% is 1.96. The following is the value of the path coefficient (original

sample estimate) and the calculated t value (t-statistic) based on the Path Coefficient resulting from the analysis:

- a. The effect of strategic leadership on competitive advantage has a significant value based on the T statistics obtained from the table 4.5 of 103,280, which has exceeded T statistics greater than 1.96. The effect of strategic leadership on competitive advantage has a path coefficients value of 0,681, which provides information that the relationship is positive. Thus, the first hypothesis tested in research activities which states that strategic leadership on competitive advantage is accepted, because the influence of strategic leadership variables on competitive advantage is proven to have a positive and significant influence. The results of this study are in accordance with research from (Hunitie, 2018) (Sibghatullah & Raza, 2020) that strategic leadership has an influence on competitive advantage.
- b. The effect of the strategic leadership variable on the intellectual capital variable has a statistical T value greater than 1.96, which is equal to 17,804, it can be concluded that the effect of strategic leadership on intellectual capital is significant. The effect of strategic leadership on intellectual capital has a positive path coefficients value, which is worth 0,782 so that the influence of strategic leadership on Intellectual capital has a positive influence. The second hypothesis raised in research activities states that the influence of strategic leadership on intellectual capital is acceptable. Because the effect of the strategic leadership variable on the intellectual capital variable has been shown to be a significant and positive influence. The results of this study are in accordance with (Memon et al., 2009) Intellectual capital performance is strongly influenced by strategic leadership skills in designing and implementing policies.
- c. The effect of the intellectual capital variable on the competitive advantage variable has a T statistic value that is less than 1.96, which is equal to 9,187 where through this figure it can be concluded that the effect of the intellectual capital variable on competitive advantage is significant. The influence of Intellectual capital on competitive advantage has a positive path coefficients value, which is equal to 0,887 so that the influence of intellectual capital on competitive advantage has a positive influence. The third hypothesis raised in research activities which states that Intellectual capital influences competitive advantage can be accepted. Because the effect of the intellectual capital variable on the competitive advantage variable has been shown to be a significant and positive influence. The results of this study are in accordance with (Kamukama, 2013) in his research states that the dimensions of intellectual capital work synergistically to influence competitive advantage

V. Conclusion

Based on the results of the above research, it can be concluded as follows:

1. There is a significant influence between strategic leadership on competitive advantage in budget hotels in Tangerang, Indonesia. With the implementation of strategic leadership within the company, it will increase competitive advantage. Strategic leadership also contributes on creating competitive advantage
2. There is a significant influence between strategic leadership on intellectual capital in budget hotels in Tangerang, Indonesia. With the implementation of strategic leadership within the company, it can increase intellectual capital. The application of strategic leadership cannot be seperated from support of intellectual capital in the company.
3. There is a significant influence between intellectual capital on competitive advantage in budget hotels in Tangerang, Indonesia. With the maximum application of intellectual capital within the company, it can increase competitive advantage.

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