Competitive Advantage Strategy in Improving Corporate Performance of Stevedoring Company (Samudera Stevedoring)

Dwi Yunanto[1], Derriawan[2,] Zulkifli[3]

[1]Logistics Management Study Program, Institut Ilmu Sosial dan Manajemen Stiami
[1, 2]Master of Management Study Program, Pancasila University
Email : dwiyunanto@gmail.com[1] , deri_awan@yahool.co.id[2], **zulkifli240671@gmail.com[3]**

ARTICLE INFO

Article history
Received : 30 September 2021
Revised : 10 October 2021
Accepted : 20 October 2021

Keywords
Competititve Advantage
Strategy
Corporate Performance

ABSTRACT

The purpose of this study was to see the influence of HR competence, equipment facility and innovation directly or indirectly on competitive advantage, and the influence of all these variables on corporate performance of Stevedoring Company (Samudera Stevedoring). The research sample was 60 respondents who were management level of Samudera Stevedoring. The sampling technique was purposive sampling. Data collection using questionnaires and FGD. The data were analyzed using Structural Equation Modeling (SEM) analysis processed with SmartPLS software. The results of the study prove that the variables of HR competence, equipment facility and innovation have a significant influence on competitive advantage and competitive advantage has significant influence on corporate performance. While HR competence variable has a significant influence on corporate performance, however the equipment facility and innovation variables have no significant influence on corporate performance. The research result also shows the corporate performance plan by referring to the strategies from the analysis that has been done and the right strategy is selected, namely strengthen of HR competence

1. INTRODUCTION

The stevedoring company (*Perusahaan Bongkar Muat*, referred to as PBM) is a business entity engaged in services for loading and unloading of ships. The stevedoring company (PBM) is known worldwide as simply Stevedore. As the name implies, PBM serves to load and unload services for ships. Still, in line with the needs of service users, PBM can also serve cargo transfer services within the dock area or known as Cargo dooring, then there are also Receiving and delivery services. (Delivery) of goods to the owner of the cargo. In the next step, several PBMs serve cargo transfer services to and from the port area, also called *Overbrengen* (relocation), within their scope of business. Referring to the PBM milestone, this business has not been separated from other port businesses for a long time. Before 1985, the loading and unloading system at ports throughout Indonesia was considered irregular. So the Presidential Instruction (*Inpres*) no. 4 of 1985 stipulates the separation of stevedoring businesses from shipping and terminal operators. It creates opportunities for entrepreneurs to open stevedoring businesses because the process of loading and unloading ships will always be needed as long as the shipping business still exists in the world. The shipping business will always accompany the trade by its "shipping follows the trade" philosophy.

A forum in the form of an association that is useful for assessing PBM and a means of PBM aspiration is formed to regulate the existence of PBM in Indonesia. The name is the Association of Indonesian Loading and Unloading Companies (*Asosiasi Perusahaan Bongkar Muat Indonesia* = APBMI) under the guidance of the Ministry of Transportation. In addition, the loading and unloading business and other port businesses in Indonesia are supervised by PT Pelindo (Indonesia Port Corporation)) which acts as the Port Authority Agency (*Badan Otoritas Pelabuhan*/BOP). However, since the issuance of Law No. 17 of 2008 concerning shipping, the situation has changed. The role of Pelindo as BOP has changed to a Port Business Entity (*Badan Usaha Pelabuhan:* BUP), and this removes the role of PBM as the only party (business entity) that provides loading and unloading services. Law No. 17 of 2008 causes various concerns among port business actors. Pelindo is considered to be monopolizing the loading and unloading business and shutting down PBM businesses in Indonesia. In addition, the relationship between Pelindo and APBMI became less good with the discovery of fake PBMs because they only acted as business brokers for other PBMs. This anxiety eased at the end of 2010 when Pelindo and APBMI fixed their relationship by establishing a PBM consortium at each port and terminal with recommendations from APBMI so that loading and unloading business could be carried out together. Each PBM consortium's authority and work proportion with each terminal's Terminal Operator (TO) is different. A proportion of work can still support PBM, but there is also the opposite, causing some PBM to go out of business.

The throughput data for non-container cargo at several major ports in Indonesia shows stagnation in the amount of cargo incoming and outgoing (throughput) from each port if there is an increase, but it is not significant. Meanwhile, the portion of the cargo carried out by BUP or PBM, a subsidiary of Pelindo, increases. The market potential contested by all PBM, a subsidiary of Pelindo and non-Pelindo, can be seen from the amount of cargo handled in Freight Tons (FT) units. The total number of inter-island and international cargo (exports and imports) from 2013 to 2017 declined (down 13.74%, down 14.78%, down 7.95%, and 6.95%), and only rose again in 2018. While the number of PBMs remained relatively the same. Therefore, the competition between PBMs is getting tougher, and some PBMs have no work activities even though their names are still registered.

The loading and unloading data by the main port in several provinces representing Pelindo I to IV also showed a decrease in volume for export-import activities. Even in 2019 there was a quite significant decline, and this occurred in several main ports such as Dumai Riau & Batam Kepri (Pelindo I), Tanjung Priok & Banten (Pelindo II), Tanjung Perak Surabaya & Tanjung Emas Semarang (Pelindo III), and Makassar (Pelindo IV). This import-export volume is, on average, only about 40% of the total cargo (inter-island + overseas), but the tariff is in USD so that it is more attractive to PBM than loading and unloading cargo between islands (domestic within the country) whose rates are cheaper.

The PBM business process needs competent human resources in marketing and operations (stowage, cargo handling, cargo dooring) and loading and unloading equipment, both non-mechanical and mechanical (trucks, forklifts, cranes), as well as collaboration with fellow PBMs. And especially with BUP, for example, in concessions or the availability of docks where ships dock.

The observations so far indicate that loading and unloading goods on general cargo ships still takes a long time due to inefficiencies throughout loading and unloading goods at the port. This inefficiency is due to the lack of human resources competence, both human resources from TKBM and the PBM itself, inadequate equipment availability, collaboration with fellow PBMs or BUP, which is still weak.

As for non-container loading and unloading activities, Samudera Indonesia established a subsidiary company named PT Tata Bandar Samudera (TBS). The latter established several subsidiaries in various ports in Indonesia, considering that PBM permits were issued locally by the local Provincial Transportation Service, all of which were in the group. Ocean Stevedoring business. The number of PBMs under the auspices of Samudera Stevedoring reached 24 PBMs spread throughout Indonesia from Banten to Papua. Of the 24 PBMs, some of them still show fluctuating company performance. Performance is measured by NIBT (Net Income Before Tax),

revenue (income), the number of customers, which are stagnant or fluctuating from year to year (unstable).

All PBMs in the Samudera Stevedoring group have relatively non-mechanical equipment, but most do not have adequate equipment. So far, the mechanical equipment has been rented from vendors from both internal and external group companies. The problem is that the equipment is not always available when needed, or even if it is available, the rental price does not match the budgeted cost. In addition, no one has a concession with the BUMN BUP (Pelindo). There is only one PBM in Batam, which has cooperation with the Kabil Port manager in Batam. Another obstacle in terms of reporting has not been integrated. The application of IT is needed to deal with integrated reports as well as in terms of marketing. The new CODA financial system will be implemented in 2020.

Marketing innovation in the PBM industry is working on the logistics market in collaboration with logistics companies. The logistics market is broader in scope because it includes door-to-door services. The collaboration often encounters obstacles so that it fails to win certain project/tender work. Each party puts its interests first. The collaboration needs an IT-based support system to warrant the fairness of the business.

Regarding competitive advantage strategy, the leading theory is Porter's generic strategic concept proposed by Michael E. Porter (2008): cost leadership strategy, differentiation strategy, and focus strategy. In this study, the focus element was replaced by collaboration as something new in research. The loading and unloading business in line 1 port is very focused on the specific type of work. In contrast, the parties involved in the business are quite a lot.

2. LITERATUR REVIEW

Several previous researchers have researched competitive advantage strategies that increase corporate performance using a strategic management approach and its variables. Among them is what was done by Malayu (2007) with resource-based theory stating that organizations can create and maintain their competitive advantage through a value creation process that is rare and difficult to imitate by competitors. The indications can be assessed from the organization's ability to create HRM policies and practices (Source Management). Human Resources) that are unique and difficult for competitors to imitate. The indicators of Human Resource Competence, according to Martini (2018), are: 1) knowledge of science, 2) knowledge of work, 3) self-taught skills, 4) ability based on learning, 5) attitude. HR competence describes the characteristics of knowledge, skills, behavior, and experience to carry out a particular job or role effectively because loading and unloading work focuses on operational activities involving HR.

Then research Sudjatmiko (2007), loading and unloading equipment is defined as a tool that can be used for the smooth activity of unloading goods from ship to land or vice versa. By using loading and unloading tools according to the type of goods to be unloaded or loaded, the performance will be more effective and efficient.

Furthermore, according to Utaminingsih (2016), sustainable innovation in a company is necessary to create a competitive advantage. It is supported by research conducted by Djojobo & Tawas (2014), Nurtiah (2016), and Tahir, Pasda, and Widhi (2018), which states that the innovation variable significantly influence competitive advantage.

According to Adiputra and Mandala (2017): Competitive advantage is a set of factors that distinguish a company from its competitors. From a strategic perspective, the key to business success, namely developing a unique competitive advantage, is an advantage that produces things that are difficult for competitors to imitate and value for customers. Companies that have a competitive advantage will achieve above-average profits and become leaders in the market.

According to Kimathi et al. (2015), corporate performance is identified as one of the most important indicators of the influence of capital structure in the literature review. Corporate performance reflects the company's profitability which is influenced by leverage. Almajali (2012)

E-ISSN 2621-6442

also states that corporate performance measures what has been achieved by a company that shows good conditions for a certain time.

Meanwhile, Gronholdt et al. (2014) explain that corporate performance can be measured using two main dimensions, namely:

1. Market performance. Market performance is measured by perceptions of product and service quality, customer satisfaction, customer loyalty, attracting new customers, and corporate image.

2. Financial performance. Financial performance is measured by market share, turnover, gross operating profit, productivity, and return on invested capital.

In determining the main strategy, this study follows the opinion of Fred David (2011), namely that the strategic planning analysis framework is divided into three stages, namely the Input Stage, Matching Stage, and Decision Stage.

1. Input stage: the information is obtained based on the CPM matrix (Competitive Profile Matrix).
2. Matching stage: obtained using the TOWS matrix (Threat, Opportunity, Weak, Strength) where internal (IFAS) and external (EFAS) factors are needed to choose the right strategy among WT, WO, ST, or SO strategies
3. Decision stage: obtained using the concept of QSPM (Quantitative Strategic Planning Matrix), which is to determine the relative attractiveness of various strategies that are built based on important external and internal success factors

Based on the description of the background, this research has the following objectives, namely:
1. Analyzing the influence of HR Competence on Competitive advantage
2. Analyzing the influence of HR Competence on Corporate Performance
3. Analyzing the influence of Equipment Facility on competitive advantage
4. Analyzing the influence of Equipment Facility on Corporate Performance
5. Analyzing the influence of Innovation on Competitive advantage
6. Analyzing the influence of Innovation on Corporate Performance
7. Analyzing the influence of Competitive advantage on Corporate Performance
8. Formulate a competitive advantage strategy for the success of Samudera Stevedoring's business

The model approach used in this study is a mixed method. According to Creswell & Creswell (2018) mixed methods research is an approach to inquiry that involves collecting quantitative and qualitative data, integrating two forms of data, and using different designs that may involve philosophical assumptions and theoretical frameworks. A core assumption of this mixed form of research is that the integration of qualitative and quantitative data yields additional insights beyond the information provided by quantitative or qualitative data alone. In this study, quantitative data will be collected using instruments and the information will be analyzed using statistical procedures, namely SEM and hypothesis testing, while qualitative data will be analyzed using FGD, TOWS matrix and QSPM.

3. RESEARCH METHODOLOGY

System Analysis

Based on the scope of this research, the data analysis method used is SEM (Structural Equation Modelling) analysis using SMART PLS 3.0 software. According to Sujarweni (2014), data analysis is defined as the effort of data that is already available and then processed with statistics and can be used to answer the formulation of the problem in research. Meanwhile, according to Wijanto (2015), data analysis is an analysis of the output variables used in research, in this study the research variables consist of 5 variables, namely: (1) corporate performance, (2) competitive advantage, (3) HR competence, (4) equipment facilities, and (5) innovation.

In addition, inferential statistics (inductive statistics or probability statistics) are also used, namely statistical techniques used to analyze sample data, and the results are applied to the population (Sugiyono, 2009). Following the formulated hypothesis, in this study, the analysis of inferential statistical data was measured using the SMART Partial Least Square (PLS) method. PLS is a multivariate statistical technique that performs comparisons between multiple dependent variables and multiple independent variables. PLS is a variant-based SEM statistical method designed to solve multiple regression when specific problems occur in the data, such as missing data and multicollinearity. From the structural model, structural equations are then made to explain the causal relationship of the variables HC (HR Competence), EF (Equipment Facility), and IN (Innovation) to CP (Corporate Performance) through CA (Competitive Advantage).

The structural equation in this study is:

(1) Structural Equation 1: $Y = \beta X1 + \beta X2 + \beta X3 + \varepsilon_1$

(2) Structural Equation 2: $Z = \beta X1 + \beta X2 + \beta X3 + \beta Y + \varepsilon_2$

According to Yamin (2011), here are the steps in the analysis with partial least squares

1. The first step: Designing a Structural Model (inner model)
2. Second step: Designing the Measurement Model (outer model)
3. Third step: Construct the Path Diagram
4. Fourth step: Model Estimation
5. Fifth step: Goodness of Fit (Outer Model with Convergent validity and inner model with R-Square & Q-Square)
6. Sixth step: Hypothesis Testing

Object of Research

The object of research is something that is of concern in a study. The object of this research is the target in research to get answers or solutions to problems that occur. This research aims to analyze the competitive advantage strategy in improving the company's performance (corporate performance) PBM Samudera Stevedoring.

Model Design

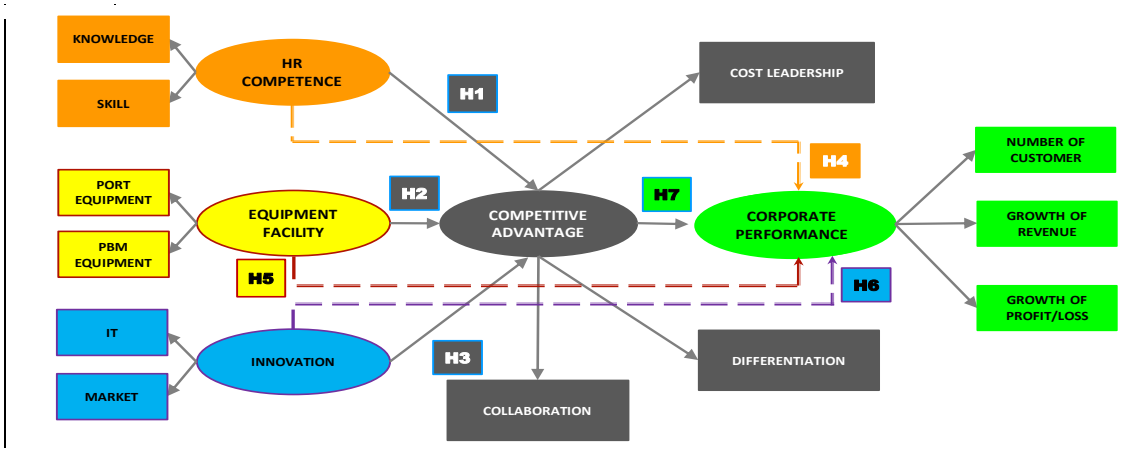

Figure 1 Framework of Thinking

Method of Data Collection

Data collection in this study was carried out in several ways consisting of primary data and secondary data. Based on the data collection technique, it uses a written survey

Jurnal Logistik Indonesia Vol. 5, No.2 , Oktober 2021, pp. 138-152
E-ISSN 2621-6442

research technique arranged in the form of a questionnaire used as a research instrument to a sample of a population.

- **Questionnaire**
- **FGD (Focus Group Discussion)**
  The FGD (Focus Group Discussion) was conducted by recording with permission from the FGD participants. This FGD (Focus Group Discussion) was conducted to explore the opinions of FGD participants on the right strategy to improve the performance of stevedoring companies in the Samudera Stevedoring group. It is done with the management team at the manager level and above.
- **Literature Study and Internet Search**
  The Literature research was conducted in this study by discussing books related to the problem under study, theses, previous research, and using internet media to find articles, journals, and data that can help research results.
- **Sample Population**
  The sample population (number of respondents) in this study was 60 (people), namely the Decision Makers level in 24 PBM starting at the Manager, General Manager and Director levels, and it has reached about 50% of the population, so the Structural Equation Model (SEM) PLS is used due the sample data is below 100

Research Instruments

Researchers used the Ordinal scale. The ordinal scale measures attitudes, opinions, and perceptions of a person or group of people about social phenomena. The ordinal scale is a measurement scale that states the category and states the construct rating being measured (Sugiyono, 2016). This scale is based on a rank or rank, ordered from a higher level to the lowest level or vice versa.

Research Test Instruments

The research instrument test aims to determine the extent to which the quality of the research instrument is to be used. According to Sujarweni (2014), the quality of the research instrument is determined by two main criteria, namely the validity test and the reliability test.

Validity test aims to measure the validity of a question item, following the criteria:

1) If rcount > rtable, then the instrument or question items are declared valid.

2) If rcount < rtable, then the instrument or question items are declared invalid

Testing the validity of the questionnaire measuring instrument given to respondents in this study using the Pearson Product Moment correlation, this correlation is used to find relationships and prove the hypothesis that the relationship between two or more variables is the same.

Data Reliability Test is a tool to measure a questionnaire that indicates a variable or construct. A questionnaire is reliable or reliable if a person's answer to a statement is consistent or stable from time to time (Ghozali, 2013). The results of the reliability test with the help of SPSS will produce Cronbach Alpha. A construct, or variable, is said to be reliable if it gives a Cronbach Alpha value > 0.70 (Ghozali, 2013)

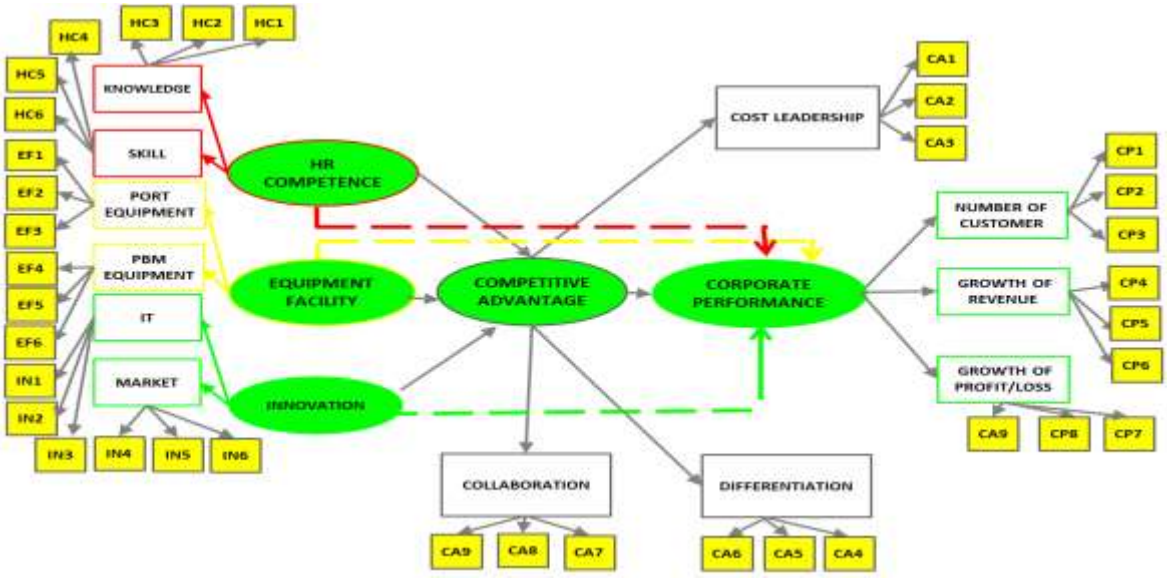

Figure 2 Research Model

4. RESULT AND DISCUSSION

Company Profile

Samudera Stevedoring, which handles non-container general cargo, was present in 1986, starting a business in loading and unloading services at various public ports in Indonesia. Then, in 2003 this Business Line developed into a terminal manager at the port. The existence of Samudera Stevedoring as one of the business lines in the Samudera Indonesia Group is intended to provide "One Stop Service" services to both principals and customers. Samudera Indonesia's business started as an agency business for several foreign shipping principals operating in Indonesia. Every time they go in and out of ports in Indonesia, Principal's ships need a loading and unloading company to unload (inbound cargo) and load (outbound cargo) their cargo. Moreover, BPP (*Badan Pengelola Pelabuhan* = Port Management Agency), which has now transformed into Pelindo, had not directly carried out this business.

Descriptive Results of Research Variables

a. **HR Competence variable,** respondents' responses to the HR competence variable are included in the very high/strongly agree category because the average answer value of the respondents is 4.36, which is in the range of 4.21 – 5.00. It means that the factor or dimension of HR competence in the scope of Samudera Stevedoring received a very high/very good response from the respondents. Meanwhile, the highest response from HR competence was on the indicator "The need for all levels of employees to understand the scope of the PBM business properly and correctly" and the indicator "The need for PBM employees to have proper skills according to their respective functions in the PBM business." Each with a mean of 4,60, the respondents strongly agree with the need for competent human resources. Then the lowest response was found in the indicator "TKBM (*Tenaga Kerja Bongkar Muat*: Loading and Unloading Labor) has adequate skills in loading and unloading activities" with a mean value of 3.85 which means respondents agree that TKBM has adequate skills but still needs to be improved because the value is the lowest.

b. **Equipment Facility variable,** respondents' response to the equipment facility variable are included in the high/agree category because the average answer value from respondents is 3.87, which is in the range of 3.41 - 4.20. It means that the equipment facility at Samudera

Jurnal Logistik Indonesia Vol. 5, No.2 , Oktober 2021, pp. 138-152
E-ISSN 2621-6442

Stevedoring received a good response from respondents. Meanwhile, the highest response from the equipment facility is the indicator "The need for companies to have/utilize adequate equipment in the PBM business," with a mean value of 4.50 which means that the respondents strongly agree. The lowest response is found in the indicator "Completeness of equipment at your PBM location port is adequate" and the indicator "The company already has adequate equipment to serve customers." The mean value is 3.55 each, which means that respondents agree about the available adequate equipment at the port or owned by the stevedoring company.

c. **Innovation variable,** respondents' responses to the innovation variable are included in the high/agree category because the average answer value from respondents is 4.01, which is in the range of 3.41 - 4.20. It means that innovation gets a good response from respondents. At the same time, the highest response from innovation is the indicator "the need for companies to do/provide innovative services," with a mean value of 4.53 which means that the respondents strongly agree. Then the lowest response is found in the indicator "The company uses a new marketing method, for example, massive online sales of service products" with a mean value of 3.70 which means that respondents agree with the innovation of the new marketing method
d. **Competitive Advantage variable**, respondents' responses to the competitive advantage variable are included in the high/agree category because the average answer value from respondents is 4.04, which is in the range of 3.41 - 4.20. It means that the company's competitive advantage gets a good response from respondents. Meanwhile, the highest response from competitive advantage is the indicator "The need for companies to minimize unnecessary costs." The mean value is 4.67, which means that the respondents strongly agree. Meanwhile, the lowest response was found in the indicator "Production costs" the company is superior to competitors" at 3.45, which means that the respondents agree with the statement.
e. **Corporate Performance Variable**, respondents' response to the corporate performance variable is included in the high/agree category. The average value of the answers from respondents is 3.59, which is in the range of 3.41 - 4.20. It means that corporate performance gets a good response from respondents. While the highest response from corporate performance is the indicator "The company targets some new customers every year" with a mean value of 4.28 which means that the respondents strongly agree. Then the lowest response is found in the indicator "The company has always achieved a profit budget in the last three years" with a mean value of 3.18 which means that the respondent is neutral or leads to disagree with this statement

Validity Test

Table 1 Result of Validity Test

	Cronbach's Alpha	Composite Reliability	Description
COMPETITIVE ADVANTAGE	0,840	0,887	Reliable
CORPORATE PERFORMANCE	0,918	0,934	Reliable
EQUIPMENT FACILITY	0,782	0,860	Reliable
HC COMPETENCE	0,917	0,942	Reliable
INNOVATION	0,768	0,851	Reliable

Source: Processed by the author, 2021

The Table 1 above provides information about the loading factor value for each manifest variable from the latent variable. The table above shows that the loading factor value of the manifest variable (indicator) has a positive relationship to the latent variable and the loading factor for each manifest variable is greater than 0.60. Some manifest variables are even greater than 0.70, so it can be said that it has met the convergent validity standard. These results indicate that the use of the manifest variable is declared capable of measuring the latent variable correctly. In contrast, the manifest variable with a loading factor value below 0.60 has a low level of validity. The

manifest variable indicator needs to be eliminated or removed from the model, and a new diagram model is obtained (stage 2), as shown Figure 2 below.

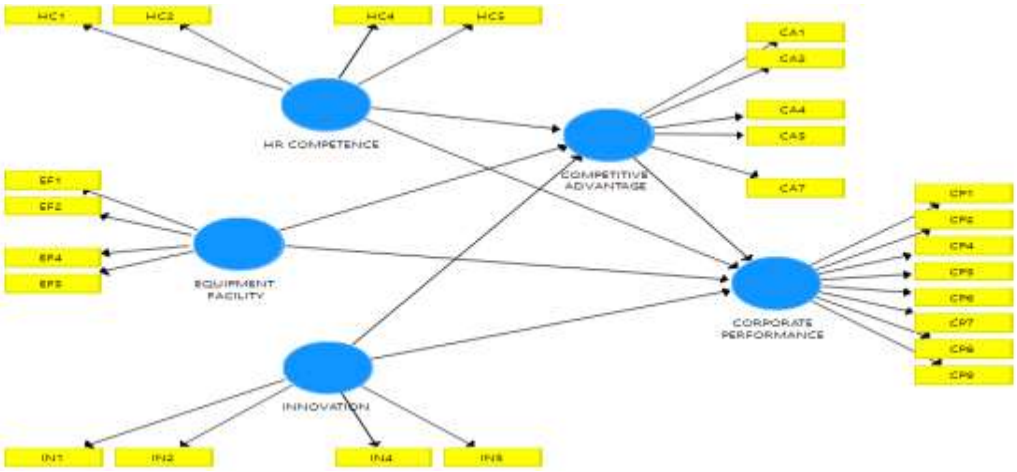

Figure 2 Diagram Model

And after being reprocessed using the Smart PLS 3.9 software, the test results are obtained as shown below:

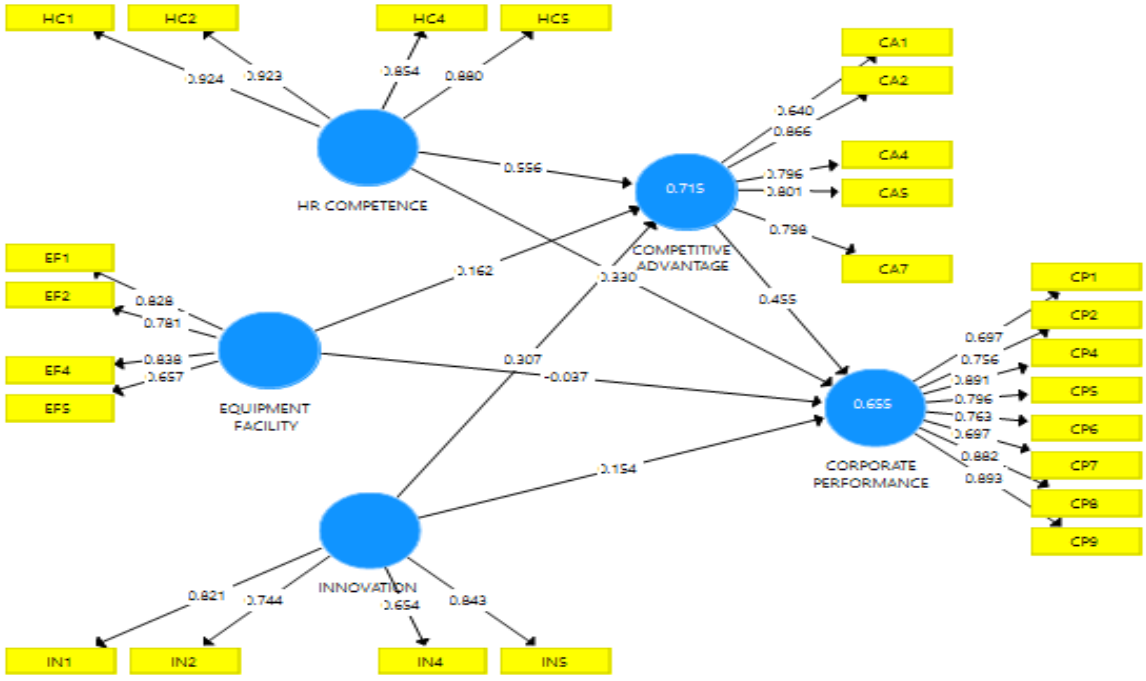

Figure 3 Test Result

Based on the Figure 3 above, the results of the convergent validity test are obtained; namely, all indicators are valid because the loading factor value is above 0.6, and the average value for each variable or AVE (Average Variance Extracted) is all above 0.6.

Reliability Test

The composite reliability values generated by all constructs are very good above 0.7, so it can be said that all construct indicators are reliable. In other words, all the manifest variables of the

five latent variables are proven to have accuracy, consistency, and accuracy measuring instruments.

Structural Equation

From the results as shown above, the structural equation model is also obtained as follows:

$Z = 0.556X1 + 0.162X2 + 0.307X3 + e$

$Y = 0.330X1 - 0.037X2 + + 0.154X3 + 0.455Z + e$

Description:
X1 = HC Competence
X2 = Equipment Facility
X3 = Innovation
Z = Competitive Advantage
Y = Corporate Performance
E = Residual or Error

The coefficient value of the correlation above can be explained as follows:

1. The correlation coefficient value obtained between HR competence and competitive advantage is 0.556, indicating that the model is strong in the interval > 0.35. The positive correlation coefficient value indicates that the relationship between the two is unidirectional, meaning that the better HR competence, the higher the competitive advantage.
2. The correlation coefficient value obtained between equipment facility and competitive advantage is 0.162, indicating that the model is moderate because it is 0.15 – 0.35. The positive correlation coefficient value indicates that the relationship between the two is unidirectional, meaning that the better the equipment facility, the higher the competitive advantage.
3. The correlation coefficient value obtained between innovation and competitive advantage is 0.307, indicating that the model is moderate because it is 0.15 - 0.35. The positive correlation coefficient value indicates that the relationship between the two is unidirectional, meaning that the better the innovation, the higher the competitive advantage.
4. The correlation coefficient obtained between HR competence and corporate performance is 0.330, indicating that the model is moderate in the interval 0.15 – 0.35. The positive correlation coefficient value indicates that the relationship between the two is unidirectional, meaning that the better HR competence, the greater the impact on corporate performance.
5. The correlation coefficient obtained between equipment facility and corporate performance is -0.037, indicating that the model is weak in the interval 0.02 – 0.15. The negative correlation coefficient value indicates that the relationship between the two is opposite, meaning that the better the equipment facility, the less favourable the corporate performance. It can be explained that if the equipment provided by the port (in this case, the Port manager) is getting better, then the opportunity for PBM to earn income from leasing equipment to customers will decrease. Other than that, Port managers will make conditions for PBM to rent equipment from them and with a relatively more expensive rental fee when compared to renting to other vendors, thus causing an increase in operating costs.
6. The correlation coefficient obtained between innovation and corporate performance is 0.154, indicating that the model is moderate in the interval 0.15 - 0.35. The value of the positive correlation coefficient indicates that the relationship between the two is unidirectional, meaning that the better the innovation, the greater the impact on corporate performance.
7. The correlation coefficient obtained between competitive advantage and corporate performance is 0.455, indicating that the model is strong in the interval > 0.35. The positive correlation coefficient value indicates that the relationship between the two is unidirectional, meaning that the higher the competitive advantage, the higher the corporate performance.

Coefficient of Determination (R2)

Table 2 Cofficient of Determination

Laten Variable	R^2
HC Competence, Equipment Facility, Innovation ♦ Competitive Advantage	0.715
HR Competence, Equipment Facility, Innovation, Competitive Advantage ♦Corporate Performance	0.655

Source: Data processed using PLS software

Based on Table 2, the value of R Square for the competitive advantage variable obtained is 0.715 or 71.5% indicating a moderate model because R square is in the range of 0.50 - 0.75 (Hair et al, 2011). These results show that HR competence, equipment facility and innovation together have an influence of 71.5% on competitive advantage, while (1-R Square) 28.5% is the remaining large contribution of influence given by other factors not examined.

Then the value of R Square for the corporate performance variable obtained is 0.655 or 65.5% indicating a moderate model because R square is in the range of 0.50 – 0.75 (Hair et al, 2011). These results show that HR competence, equipment facility, innovation and competitive advantage influence of 65.5% of corporate performance. In comparison (1-R Square), 34.5% is the remaining large contribution of influence given by factors others not investigated.

6. Predictive – Relevance (Q2)

Changes in the value of R2 are used to see whether the measurement of the exogenous latent variable on the endogenous latent variable has a substantive influence. The influence size f2 can measure it. The formula for influence size f2 is as follows:

A model is considered to have a relevant predictive value if the Q-square value is more than 0 (> 0). Predictive value – relevance is obtained by the formula:

$Q2 = 1 – (1 – R12) (1 – R22) ..... (1 – Rn2)$

$Q2 = 1 – (1 – 0.655) (1 – 0.715)$

$Q2 = 0.902$

It shows the magnitude of the diversity of research data that the research model can explain is 90.2%. At the same time, the remaining 9.8% is explained by other factors that are outside the research model. Thus, this research model can be declared to have a good goodness of fit from these results

Jurnal Logistik Indonesia Vol. 5, No.2 , Oktober 2021, pp. 138-152
E-ISSN 2621-6442

Statistical Hypothesis

Table 3 Hypothesis Result

Hypothesis	Variable	Correlation	T – Value	T - Table	Description
H1	*HR Competence* ◆ *Competitive Advantage*	0,556	6,539	1,96	Influence
H2	*Equipment Facility* ◆ *Competitive Advantage*	0,162	2,229	1,96	Influence
H3	*Innovation* ◆ *Competitive Advantage*	0,307	4,309	1,96	Influence
H4	*HR Competence* ◆ *Corporate Performance*	0,330	2,669	1,96	Influence
H5	*Equipment Facility* ◆ *Corporate Performance*	-0,037	0,266	1,96	No Influence
H6	*Innovation* ◆ *Corporate Performance*	0,154	1,365	1,96	No Influence
H7	*Competitive Advantage* ◆ *Corporate Performance*	0,455	2,623	1,96	Influence

(Source: Smart PLS Data Processing, 2021)

The results of hypothesis testing prove that the equipment facility does not influence corporate performance. It means that the equipment facilities owned by the company have not been able to improve corporate performance directly. Equipment facility does not influence corporate performance, it can be caused by:

- Equipment facilities provided by the port: increase operating costs because the equipment rental is relatively more expensive, reduces the company's revenue because the possibility of renting equipment to customers is less.
- Equipment facilities owned by the company: their use is not optimal or not by the target usage (side, time, and amount of cargo handled) as specified in the FS for the procurement of the equipment facilities, because it will become an additional cost for the company in the form of installments (installments and interest, insurance) if borrowing funds from a third party (bank) at any time.

The results of hypothesis testing prove that innovation does not influence corporate performance. It means that the innovation owned by the company has not been able to improve corporate performance directly. Innovation does not influence corporate performance. It can be caused by:

- Innovation of implementing IT or an integrated system is only carried out for finance activities supporting activities, which have not been able to generate revenue for the company directly.
- Innovation in the marketing sector is still partial and not comprehensive for all PBMs in Samudera Stevedoring.

In other words, innovation has not been managed effectively, following Deniz Dereli's (2015) opinion, which states that innovations will bring benefits or success if managed effectively, creating new values in managing processes (operations) can bring new markets.

Direct and Indirect Influence

The table shows that the direct influence of HR competence on corporate performance can be seen from the beta coefficient value, which is 0.077 (7.7%). In other words, 7.7% of corporate performance is influenced by HR competence. In this case, the remaining 92.3% of corporate performance is influenced by external factors other than the HR competence factor studied. At the same time, the indirect effect is the result of multiplying the beta coefficient of the influence of HR competence on competitive advantage with a competitive advantage on corporate performance, namely (0.556) * (0.455) = 0.253 or 25.3%. In other words, HR competence through competitive advantage affects the corporate performance of 25.3%, with a total influence of HR competence on corporate performance through competitive advantage of 0.330 or 33.0%, in the same way for Equipment facility and innovation, where the direct and indirect influence of HR Competence is the largest among the three.

Table 4 Direct and Indirect Influence

Direct Influence		Indirect Influence		Total
HR Competence => Competitive Advantage	0,556			0,556
Equipment Facility => Competitive Advantage	0,162			0,162
Innovation => Competitive Advantage	0,307			0,111
Competitive Advantage => Corporate Performance	0,455			0,455
HR Competence => Corporate Performance	0,077	HR Competence => Competitive Advantage => Corporate Performance (0,556 x 0,455)	0,253	0,330
Equipment Facility => Corporate Performance	-0,111	Equipment Facility => Competitive Advantage => Corporate Performance (0,162 x 0,455)	0,074	-0,037
Innovation => Corporate Performance	0,014	Innovation => Competitive Advantage => Corporate Performance (0,307 x 0,455)	0,140	0,154

Source: Data processed, 2021

Discussion of Strategy Formula

Input Stage: Internal factors (IFE) have a total score of 2.75, resulting from a value of 1.75 from Strengths and a value of 1.0 from Weaknesses. In contrast, external factors (EFE) have a total value of 2.92 due to the sum of 1.52 values from Opportunities and 1.40 value of Threat.

Matching Stage: Research results from TOWS analysis produce strategies, namely:

a) Strengths Opportunities (SO) consist of continuous strengthening of HR competence, expanding business networks or collaborations and developing integrated systems by utilizing technology in all sectors.
b) Weakness Opportunities (WO) consists of Policy Cooperation or collaboration with various business partners, developing Innovation (integrated system) for cost calculations to be more controlled, and Increasing marketing activities that can generate more revenue.
c) Strengths Threats (ST) consists of strategies for enhancing cooperation or collaboration with strategic partners, developing innovation, and developing (career) for HR Competence.
d) Weakness Threats (WT) consist of Increasing Innovation in various sectors to compete with other PBMs, especially with BUP, Provision/ownership of equipment facilities that are more selective and targeted, and improving an effective approach to liner principals.

Jurnal Logistik Indonesia Vol. 5, No.2 , Oktober 2021, pp. 138-152

Decision Stage – Quantitative Strategic Planning Matriks (QSPM)

From the results of the FGD with the Directors & General Managers from some PBMs, it is known that there are three (3) alternative strategies, which then by calculating the QSPM matrix, an alternative strategy is obtained with the Total Attractive Score (TAS) of each strategy, (1) Strategy for Strengthening HR Competence with TAS of 5.77, (2) Strategy of Collaboration with strategic partners with TAS of 5.38 and (3) Strategy of Innovation in all sectors of activity (marketing, operation & finance) with TAS of 5.32. The results of these three strategies, which fit the current condition of Samudera Stevedoring's corporate performance, are the Alternative Strategy for Strengthening HR Competence. It can be seen from several IFE and EFE factors. Besides, this HR Competency Strengthening strategy is also a strategy in increasing the company's competitive advantage in competing with competitors, which can ultimately improve PBM's corporate performance in the Samudera Stevedoring scope**.**

Additional analysis from the results of the QSPM matrix, that companies still need to collaborate and innovate in addition to strengthening HR Competence, because:

- Collaboration can have a positive impact on competitive advantage, as the results of the quantitative research above. One form is synergizing with other parties. It means that companies can utilize shared resources, human resources, capital resources (equipment), network resources, and other resources, to create efficiency and achieve cost leadership conditions. Cost leadership is one of the dimensions of the competitive advantage variable in this study.
- Innovation can have a positive influence on competitive advantage as the results of the quantitative research mentioned above. With innovation, it is hoped that it can help companies create more varied types of work (differentiation) and with different results (typical/specific/different) than competitors, thereby attracting customers' interest to continue using Samudera Stevedoring services. Most companies (PBM) in Samudera Stevedoring mustn't yet have regular/routine customers who can become the company's backbone. In other words, customers who will become the backbone of the company can be achieved. One way is by doing innovation to help create differentiation, where differentiation is one of the dimensions of the competitive advantage variable in this study.

References

[1] Adiputra, I.P.P., & Mandala, K. 2017. *Pengaruh Kompetensi dan Kapabilitas Terhadap Keunggulan Kompetitif dan Kinerja Perusahaan*. E-Jurnal Manajemen Unud, Denpasar

[2] Almajali, A. Y. 2012. Factors Affecting the Financial Performance of Jordanian Insurance Companies Listed at Amman Stock Exchange.

[3] Creswell. 2018. Research Design: *Pendekatan Kualitatif, Kuantitatif, dan* Mixed. Yogjakarta: PT Pustaka Pelajar .

[4] David, F. R.. 2011, *Manajemen Strategis: Konsep-Konsep*. Jakarta.

[5] Dereli, Denis, D. 2015. Innovation Management In Global Competition and Competitive Advantage. Procedia, Social and Behavioral Sciences 195 (2015) 1365-1370. Istambul Kultur University, Turkey. Published by Elsevier Ltd,

[6] Djodjobo & Hendra N. Tawas. 2014. *Pengaruh Orientasi Kewirausahaan, Inovasi Produk, Dan Keunggulan Bersaing Terhadap Kinerja Pemasaran Usaha Nasi Kuning Di Kota Manado*. Jurnal EMBA Vol.2 No.3 September 2014.

[7] F.D.C. Sudjatmiko, F. D.C. 2007. *Pokok- Pokok Pelayaran Niaga*. Jakata: CV. Akademika Pressindo.

[8] Ghozali, Imam. 2013. *Aplikasi Analisis Multivariat dengan Program IBM SPSS Edisi 7*. Semarang: Penerbit Universitas Diponegoro.

[9] Gronholdt et al. 2014. The Relationship Between Customer Satisfaction and Loyalty: Cross-Industry Differences. Total Quality Management, Vol. 11 Nos 4/6, pp. 509-514.

[10] Hair, Jr., Joseph F., et. Al. 2011. Multivariate Data Analysis. Fifth Edition. New Jersey: Prentice Hall, Inc

[11] Kimathi et al. 2015. What Should The Foundation Phase Teachers Know? A Content Analysis Of A Learning Guide. 4th Proceedings of the ICE, Building Capacity Through Quality Teacher Education Nairobi, Kenya

[12] Malayu S.P. Hasibuan. 2007. *Manajemen Sumber Daya Manusia, Revisi 9*. Jakarta: PT Bumi Aksara.

[13] Martini. 2018. The Influence of Competency on Employee Performance through Organizational Commitment Dimension. Journal of Business and Management. https://www.semanticscholar.org/paper/

[14] TheInfluence-of-Competency-on-Employee Performanc MartiniRahyuda / cdb2c3d53fa674b0fe116c2bd5d2 Diakses Tanggal 30 Oktober 2018

[15] Nurtiah. 2016. *Pengaruh Orientasi Pasar dan Manajemen Pengetahuan Terhadap Kinerja Pemasaran*. Esensi: Jurnal Bisnis dan Manajemen, Volume 6, No.2, 213-226

[16] Porter, Michael, E. 2008. *Strategi Bersaing* (Competitive Strategy). Tangerang: Karisma Publishing Group.

[17] Sugiono. 2016. *Metode Penelitian Kunatitatif, Kualitatif, dan Kombinasi* (Mixed Methods). Bandung, Alfabeta

[18] Sugiyono, 2009. *Metode Penelitian Bisnis*. Bandung: C.V. Alfabeta

[19] Sujarweni, Wiratna. 2014. *Metodelogi Penelitian Lengkap, Praktis dan Mudah Dipahami*. Yogyakarta: Pustaka Baru Press

[20] Tahir, B., Pasda, S., & Widhi, A. K. 2018. The Influence of Market Orientation, Innovation, and Entrepreneurial Competence on Competitiveness and Performance of Small And Medium Enterprises of Silk Weaving Industry. OSR Journal of Business and Management Volume 20, Issue 2, 1-9.

[21] Utaminingsih, A. 2016. *Pengaruh Orientasi Pasar, Inovasi, Dan Kreativitas Strategi Pemasaran Terhadap Kinerja Pemasaran Pada UKM Kerajinan Rotan Di Desa Teluk Wetan, Welahan, Jepara*. Media Ekonomi Dan Manajemen, 31(2), 77–87. https://media.neliti.com/media/publications/149462-ID-pengaruh-orientasi- pasar-inovasi-dan-kre.pdf.

[22] Wijanto, S. H. 2015. *Metode Penelitian Menggunakan* Structural Equation Modeling *dengan* Lisrel 9. Jakarta: Lembaga Penerbit Fakultas Ekonomi UI

[23] Yamin dan Kurniawan. 2011. Structural Equation Modeling. Jakarta: Salemba Infotek.