



Determination of Competitive Advantages: Analysis of Values, Leadership and Supply Chain Management

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Abstract: Literature Review Article Determination of Competitive Advantages: Analysis of Values, Leadership, Supply Chain Management is a scientific article that aims to build a research hypothesis of the influence between variables that will be used in further research, within the scope of Human Resource Management. The method of writing this Literature Review article is the library research method, which is sourced from online media such as Google Scholar, Mendeley and other academic online media. The results of this Literature Review article are that: 1) Values are related to Competitive Advantages; 2) Leadership is related to Competitive Advantages; 3) Supply Chain Management relates to Competitive Advantages. Apart from these 3 exogenous variables that affect the endogenous Competitive Advantages, there are still many other factors including vision, six sigma and ISO compliance.

Keywords: Values, Leadership, Supply Chain Management, Competitive Advantages

INTRODUCTION

In today's era, to have a good corporate image, you must achieve competitive advantage, in which there are many players (other companies) that sell similar goods or services. Several indicators such as values, leadership and supply chain are discussed in this study that relate to business excellence. Most business people only pay attention to branding and marketing in achieving excellence. Even though there are things that are no less important in achieving competitive advantage.

Formulation of the problem

Based on the background, the problems to be discussed can be formulated in order to build hypotheses for further research, namely:

1. Does Values is relate to Competitive Advantages ?
2. Does Leadership is relate to Competitive Advantages ?
3. Does Supply Chain Management is relate to Competitive Advantages ?

LITERATURE REVIEW

Competitive Advantages

Competitive advantage is the ability obtained based on the characteristics and resources of a company to have higher performance than other companies (Awwad, 2013). Competitive advantage is a strategy used to be superior to competitors (Hajar & Sukaatmadja, 2016). Competitive advantage is a condition in which a firm experiences competitive advantage when actions and behaviors in an industry or market create economic value and when several competing firms engage in similar actions (Djodjobo & Tawas, 2014).

Competitive Advantages has been widely studied by previous researchers including: (Chong & Ali, 2022), (Desfiandi et al., 2017), (Prihartono & Ali, 2020), (Mahaputra & Saputra, 2021a), (Mahaputra & Saputra, 2022), (Agussalim et al., 2020).

Values

Values are a reference that can be a benchmark for individuals to behave or act (Furqon, 2010). Values are a demand or a guideline on how a person or an organization thinks, makes decisions, behaves and acts (Leksana, 2004). Values are a description of what is desired, appropriate, valuable and affects the social behavior of someone who has the value itself (Sudarmi, 2009).

Values has been widely studied by previous researchers including: (Saputra & Ali, 2021), (Hairiyah & Ali, 2017), (Assagaf & Ali, 2017), (Mansur & Ali, 2017), (Mulyani et al., 2020).

Leadership

Leadership is a process of one's activities with the aim of moving others by guiding, influencing and leading others to want to do something they want to achieve (Sutrisno, 2014). Leadership is the process of directing and influencing work-related activities of organizational members (Stoner, 1996). Leadership is an activity to influence others to want to work together to achieve the goals to be realized (Kartono, 2003). Leadership indicators include: 1) Analytical ability; 2) Exemplary; 3) Work instructions; 4) Rationality; 5) Communication skills; 6) Firmness; and 7) Listening ability (Hasibuan, 2012). Leadership indicators. The indicators of leadership include: 1) Ability to make decisions; 2) Ability to motivate; 3) Communication skills; 4) Ability to control emotions; 5) Responsibility; and 6) Ability to control subordinates (Kartono, 2014).

Leadership has been widely studied by previous researchers including: (Suharyono & Ali, 2015), (Hasyim & Ali, 2022), (Towhid et al., 2019), (Ali et al., 2022), (Richardo et al., 2020), (Fauzi & Ali, 2021), (Al Hafizi & Ali, 2021).

Supply Chain Management

A supply chain is a network (network) of several independent companies or groups that work together to create and distribute a product to end users. Regarding the process, supply chain management is concerned with the flow of goods, information, and money (Gumus & Guneri 2009). In addition, supply chain management is also related to the planning, production, inventory, transportation, and retail design processes of a product and service, including waste management (Fritz 2019).

In the current era, the supply chain enters into a system based on information technology in order to increase creativity (value creation), effectiveness, information sharing and collaboration between actors involved, both companies, entrepreneurs, and so on. On the other hand, the supply chain management system (demand) is also required not only to discuss economic aspects, but also to pay attention to environmental and social aspects in order to achieve the goals of a company (Jaya et al., 2020).

According to the technical aspect, the supply chain involves cross-scientific fields into one system. The scientific field covers the upstream-downstream production system, starting from the preparation of raw materials, then supplying these raw materials to the industrial sector, then the raw materials are processed in manufacturing companies, which then produce a product that is ready to be distributed to retail until it reaches the consumer. This fact shows that the supply chain is a complex system, in managing it need tools that can manage complexity effectively and efficiently (Jaya et al., 2020).

Supply Chain Management has been widely studied by previous researchers including: (Desfiandi et al., 2019), (Octavia et al., 2020), (Jaya et al., 2020), (Mappesona et al., 2020), (Prayetno & Ali, 2020a), (Sulaeman et al., 2019), (Ben-Daya et al., 2019), (Jaya et al., 2020), (Chong & Ali, 2021).

Table 1 : Relevant Previous Research Results

No	Author (year)	Previous Research Results	Similarities with this article	Difference with this article
1	(Jaya et al., 2020)	Review of Sustainable Agricultural Products Supply Chain Management: Conceptual, Current Issues, and Upcoming Research	Discussing the supply chain or supply chain	There are differences in the variables of agricultural products, current issues and future research.
2	(Ben-Daya et al., 2019)	Internet of Things and Supply Chain Management: a literature review	Discussing the supply chain or supply chain	There is a difference in the Internet of Things variable
3.	(Rajab, 2021)	Literature Review Factors Affecting Leadership: Quality of Work , Work Effectiveness and Work Communication	Discussing about Leadership	There are differences in the variables of quality of work, work effectiveness and work communication
4.	(Suharyono & Ali, 2015)	The Influence of Motivation, Discipline and Leadership Style on Employee Work Performance at the Social Service of Manpower and Transmigration of Batang Hari Regency	Talking about leadership	There is a research locus, namely the Social Service, Manpower and Transmigration, Batang Hari Regency
5.	(Chong & Ali, 2021)	Iot Relationship with Supply Chain, Work Effectiveness and Individual Behaviour	Discussing about Supply Chain	There are differences in the variables of Internet of Things, Work Effectiveness and Individual Behavior
6.	(Chong & Ali, 2022)	Literature Review: Competitive Strategy, Competitive Advantages, and Marketing Performance on E-Commerce Shopee Indonesia	Discussing Competitive Advantages	There are differences in the competitive strategy and marketing performance variables

RESEARCH METHODS

The method of writing scientific articles is by using qualitative methods and literature review (Library Research). Assessing theory and the relationship or influence between variables from books and journals both offline in the library and online sourced from Mendeley, Scholar Google and other online media.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory (Ali, H., & Limakrisna, 2013).

DISCUSSION

Based on the literature review that is relevant to previous research, the discussion in this literature review article is as follows:

1. Relationship of Values on Competitive Advantages

If the values can be implemented and implemented properly, the competitive advantages will be achieved properly. With the values owned by both employees and the company will increase the value of the company itself, so that the company's image will increase. Values owned by employees can be in the form of their own values regarding: 1) How to behave; 2) Ability; 3) Achievements; 4) Education; and 5) Responsibility. If the employee has some of these points, it can be ascertained that the employee has high values. Values are also owned by the company which includes: 1) Ability to make decisions; 2) Treat all employees fairly; and 3) Fulfill and provide employee rights. If the company has these points, then the values owned by the company are good and will certainly be able to achieve competitive advantage.

Values relate to Competitive Advantages, this is in line with research conducted by: (Dwinarko, 2019), (Rony et al., 2019), (Maisah & Ali, 2020), (Anggita & Ali, 2017).

2. Relationship of Leadership on Competitive Advantages

If the leadership behavior can be implemented properly in accordance with the appropriate theory and indicators, namely: 1) Ability to make decisions; 2) Ability to motivate; 3) Communication skills; 4) Ability to control emotions; 5) Responsibility; and 6) Ability to control subordinates, so that competitive advantages can be achieved and implemented well. Good leadership must be able to embrace all members both within the company, organization or an agency. A leader must be willing to listen to the input given by subordinates, even though the input given is not the main benchmark in making decisions. Leaders must also put aside their selfish nature and be able to make decisions quickly and accurately.

Leadership relates to Competitive Advantages, this is in line with research conducted by: (Sudiantini & Saputra, 2022), (Mahaputra & Saputra, 2021b), (Saputra, 2021), (Supriyadi, T., Apriyenti, L. U., Rismalinda, R., Hutahaean, E. S. H., Pertiwi, Y. W., Gina, F., ... & Anifah, 2019).

3. Relationship of Supply Chain Management on Competitive Advantages

If supply chain management can be implemented properly and smoothly, then Competitive Advantages will be achieved. Supply chain management relates to supply chains that occur in a company or organization, both in the form of supply chains of raw materials and so on. If the supply chain is disrupted, the production process will be reduced and disrupted, causing production to stop. Most of their supply chains depend on each other, between one company and another or between countries. So that if one of them stops the process of sending raw materials, it will affect the course of production. So to achieve competitive advantage, a company needs to be independent such as having another company that produces raw materials and has agricultural land as a medium for growing vegetables or fruit if the company is engaged in food and beverage.

Supply Chain Management relates to Competitive Advantages, this is in line with research conducted by: (Harini et al., 2020), (Prayetno & Ali, 2020a), (Jaya et al., 2020).

Conceptual Framework

Based on the formulation of the problems discussed in this article and the study of literature reviews both from the books and articles in question, it can be obtained an article framework as below:

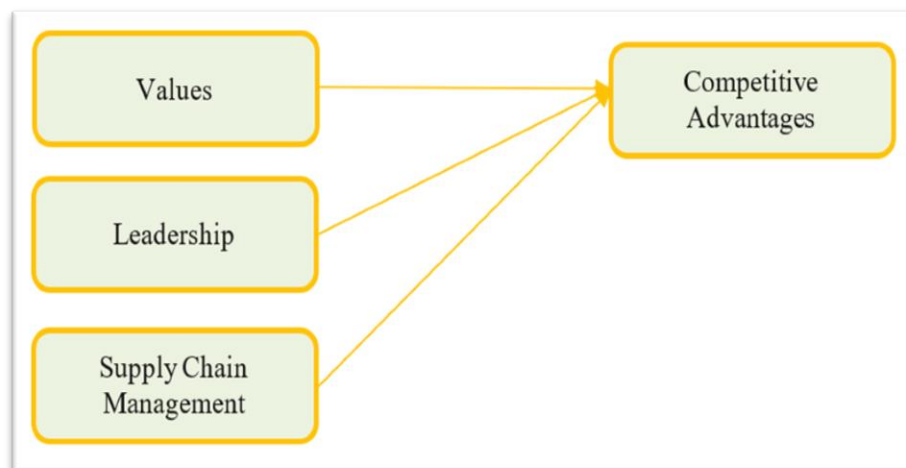


Figure 1. Conceptual Framework

This article discusses the Determination of Competitive Advantages: Values Analysis, Leadership and Supply Chain Management. There are other factors related to Competitive Advantages, namely:

- 1) Advertising: (Ali & Sardjijo, 2017), (Hermawan, 2021), (Kasman & Ali, 2022), (Hermawan, 2022), (Ramadhan & Bukhari, 2020), (Saputra & Saputra, 2021).
- 2) Target: (Prayetno & Ali, 2017), (Ferdiansyah & Bukhari, 2021), (Chauhan et al., 2019), (Saputra, 2021) (Prayetno & Ali, 2017), (Masydzulhak et al., 2016), (Putra & Ali, 2022), (Prayetno & Ali, 2020b), (Lutfi & Widodo, 2018), (Bukhari et al., 2021).
- 3) Design: (Bukhari, 2021), (Harini et al., 2020), (Elmi et al., 2016), (Sudiantini et al., 2019), (Eprianto et al., 2021), (Noorfikri et al., 2021), (Saputra & Mahaputra, 2022c).
- 4) Planning: (Putra & Ali, 2022), (Saputra, 2022b), (Kasman & Ali, 2022), , (Saputra, 2022a), (Saputra & Mahaputra, 2022a), (Bukhari et al., 2020), (Kawi, 2018), (Ismail et al., 2021).
- 5) Research: (Sari & Ali, 2019), (Ali & Sardjijo, 2017), (Chauhan et al., 2019), (Bukhari, 2018), (Saputra & Mahaputra, 2022b), (Sari & Ali, 2019), (Hermawan & Arifin, 2021).

CONCLUSION AND RECOMMENDATION

Conclusion

Based on theory, relevant articles and discussions, hypotheses can be formulated for further research:

1. Values related on Competitive Advantages.
2. Leadership related on Competitive Advantages.
3. Supply Chain Management related on Competitive Advantages.

Recommendation

Based on the conclusions above, there are many other factors related to Competitive Advantages, in addition to Values, Leadership and Supply Chain Management that can be used in further research, namely: Research, Targets, Advertising, Design and Planning.

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