


# The Influence Of Strategic Leadership And Servant Leadership On Competitive Advantage Mediated By Strategic Planning In Manufacturing Companies In Bekasi District

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Article Info	ABSTRACT
<b>Keywords:</b> Strategic leadership, Servant leadership, Competitive advantage, Strategic planning.	This main focus of this study is to find the impact of the influence of strategic leadership and servant leadership on competitive advantage mediated by strategic planning. Data were collected using the Google formular, and data processing software called SmartPLS was used. The results of this study are positive and significant, the variables of that strategic leadership has a significant effect on competitive advantage, meanwhile several variables that have no effect include strategic leadership has no effect on strategic planning, servant leadership has no effect on competitive advantage, strategic planning as a mediating variable has no significant effect on competitive advantage, strategic planning has no effect significantly to competitive advantage, servant leadership does not significantly influence strategic planning, strategic planning as a mediating variable does not significantly influence competitive advantage. Results of the mediation analysis reveal that strategic planning plays a role in the correlation between strategic leadership and servant leadership and has an impact on competitive advantage This research is expected to help manufacturing companies and employee performance.
This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license 	<b>Corresponding Author:</b> Tasya Fitri Department of Management Faculty of Economics and Business Universitas Pelita Bangsa, Cikarang, Indonesia <a href="mailto:Tasyafitri90@gmail.com">Tasyafitri90@gmail.com</a>

## INTRODUCTION

Currently, the business economy in Indonesia is experiencing a significant shift caused by the acceleration of globalization. This rapid development of globalization has changed the business landscape, and fierce global competition has driven the growth of the manufacturing sector. The competitive inability faced by a company can cause them to slowly lose their position in the industrial market and face the risk of bankruptcy (Setyaningrum & Pawar, 2020). Various manufacturing industrial sectors continue to develop rapidly in Bekasi Regency, which further increases competition in the business economic sector in the region.

These companies contribute to the current competitive business economy, competing with each other to survive and develop through competitive advantage. Companies can achieve victory in the competition by focusing on product quality, competitive prices, and

providing additional benefits to their consumers (Wijaya & Fitriah, 2022). Not only competitive advantage, companies also need a leader who has the ability to implement strategic leadership.

Strategic Leadership can be a person's ability to anticipate, imagine, maintain flexibility, think strategically, and work with others to initiate change to create a promising future (Sherly et al., 2022). A successful strategic leader is one who is adaptable and manages risk effectively. A leader's ability to carry out strategic actions depends on historical factors of the organization or organizational culture, influenced by changes in the external environment, strengthening strategy and increasing effectiveness, connecting strategy, organizational structure, culture and human resources. (Anugrah & Suhaeni, 2018). Implementing Strategic Leadership in the company will contribute to increasing Competitive Advantage however (Wahyudin et al., 2022) said Strategic Leadership does not have a significant effect on Competitive Advantage. Apart from the Strategic Leadership factor, another factor for measuring Competitive Advantage at work is the Servant Leadership factor of a company.

(Kwistianus et al., 2021) in his research, it was stated that Servant Leadership had an influence on the management control system but had no effect on Competitive Advantage. (Oktavia & Devie, 2021) In his research, it was concluded that there was a positive influence between Servant Leadership on sustainable Competitive Advantage. Strategic planning emphasizes the importance of making decisions that can help organizations achieve success amidst competition. (Sabihaini et al., 2021) says that the more optimal the available resources, the more superior the company's performance will be. Strategic planning is also the process of selecting organizational goals, determining strategies, policies, necessary strategic programs, as well as implementing and monitoring action plans, strategic planning for companies is a long-term plan that is comprehensive, provides a formulation of the direction of the organization or company, and procedures for allocating resources to achieve objectives over a specified period of time under a variety of possible environmental conditions.

The object of this research is Generation Z employees in the manufacturing sector of the MM2100 area in Bekasi Regency, where Generation Z employees are known to always pay attention to several aspects in their work such as strategic leadership, organizational culture perception, capabilities, and also supportive environmental support. Although manufacturing employees tend to pay attention to these factors, poor culture, lack of job descriptions, and inadequate technological tools can result in suboptimal employee performance and increased strategic planning risks, which in turn can lead to a decrease in competitive advantage. Based on this description, the purpose of this research is to determine the direct influence of strategic leadership on the competitive advantage of manufacturing employees in Bekasi Regency, the influence of servant leadership on the competitive advantage of manufacturing employees in Bekasi Regency, the influence of strategic planning on the competitive advantage of manufacturing employees in Bekasi Regency, and to determine the indirect influence of strategic leadership and servant leadership on the competitive advantage of manufacturing employees in Bekasi Regency through strategic planning.

## Literatur Review

### *Competitive Advantage*

According to (Porter 1990 in Wahyudin et al., 2022) Competitive Advantage is the ability acquired through the characteristics and resources of a company to achieve superior performance compared to other companies in the same industry or market. A company must be able to produce products at lower costs than its competitors or create unique products to make them known and preferred by customers, thus creating competitive advantage (Porter 1991 dalam Oktavia & Devie, 2021).

### *Strategic Leadership*

According to (Soeryanto 2009 in Widyawan, 2019) strategic leadership refers to the process of leading, directing, and influencing individuals or organizations towards others to achieve established goals or tasks. According to (Hill and Jones 2013 in Widyawan, 2019) it involves creating competitive advantage through effective management and strategic planning processes.

According to (Syam & Rauf, 2022) strategic leadership is the ability possessed by a leader to manage, coordinate, influence, motivate, and enhance the performance of those under their leadership to transform valueless resources into valuable ones, create opportunities, and provide equal opportunities for employees to engage in the process.

### *Servant Leadership*

Servant leadership, according to (Greenleaf 2002 in Ulfa, 2020) is defined as a leadership style that originates from sincere emotions sourced from the heart that desires to serve. This leadership style also entails a leader who assists their subordinates in achieving common goals by facilitating personal development, empowerment, and teamwork while always considering the health, well-being, and eternal happiness. Serving is not the fate of a leader but rather their privilege. There must be a certain amount of material or understanding about quality leadership life because without the character of a serving leader, only personal responsibility motivates a leader, and they prioritize their own interests. Leadership is the ability to influence, inspire, and personally contribute to the effectiveness and growth of an organization (Dartey-Baah in Setiawan & Ekhsan, 2020).

### *Strategic planning*

(Fuad, 2021) states that strategic planning is the process of determining the core mission and long-term objectives of an organization and implementing action plans to execute the mission and achieve the objectives. Strategic planning plays a crucial role in human resource management.

According to (Fatchuroji et al., 2020) strategic business planning is often considered a solution to various issues. The business strategy process involves steps to determine the direction of the mission, objectives, methods, and rules governing the use and allocation of resources to achieve the desired outcomes for the company.

### **The relationship between Strategic Leadership and Competitive Advantage**

The research conducted by (Agyapong et al., 2013 in Supriyanto et al., 2021) indicates that strategic leadership can help articulate the company's leadership vision to employees to

create a competitive advantage in the business environment. Having a clear vision within the company can assist employees in achieving desired outcomes to gain a competitive edge in the eyes of consumers compared to other competitors. Thus, it can be concluded that Strategic Leadership has a positive influence on Competitive Advantage.

According to (Wahyudin et al., 2022) it is indicated that Strategic Leadership has a negative and significant effect on Competitive Advantage. Developing the knowledge and skills of employees with the aim of making them reliable means that leaders who lack strategic leadership capacity but are competent enough to manage human resources effectively and consistently in applying resource allocation with strategic formulation decisions in the strategic management process so that unique capabilities can be created and maintained through the strategic roles of corporate and business unit leaders. This indicates that the quality of strategic leadership will not enhance competitive advantage.

**The relationship between *Servant Leadership* and *Competitive Advantage***

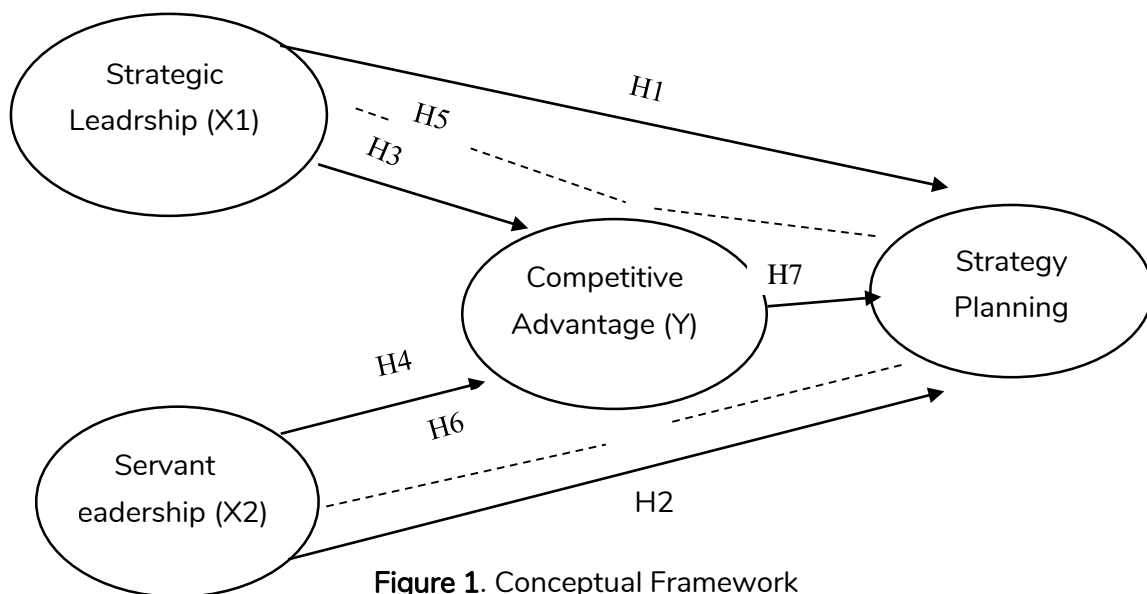
According to (Salim & Andarwati, 2023) it was found that servant leadership and empathy can enhance job satisfaction, commitment, and employee loyalty. Intrinsically motivated employees tend to perform better and actively participate in achieving company goals. Therefore, ethical management plays a role in improving productivity and quality of work, ultimately enhancing competitive advantage.

**The relationship Strategic Planning and *Competitive Advantage***

According to (Suroso et al., 2022) it is also stated that strategic planning has a significant influence on the tactics used to gain relative advantage in the industry. This indicates that effective strategic planning implementation can identify tactics to obtain competitive advantage for the company. Strategic planning provides clear guidance for a business, allowing organizations or companies to maintain a strong competitive advantage.

**Conceptual framework**

Based on the description above, it can be built research framework as follows:



**Figure 1.** Conceptual Framework

## Research Hypothesis

Based on the research conceptual framework above, the research hypothesis proposed by the researcher is as follows:

1. Does Strategic leadership influence Competitive advantage in manufacturing companies in Bekasi Regency?
2. Does Servant leadership influence Competitive advantage in manufacturing companies in Bekasi Regency?
3. Does Strategic planning influence Competitive advantage in manufacturing companies in Bekasi Regency?
4. Does Strategic leadership influence Strategic planning in manufacturing companies in Bekasi Regency?
5. Does Servant leadership influence Strategic planning in manufacturing companies in Bekasi Regency?
6. Does Strategic leadership influence Competitive advantage with Strategic planning as a mediating variable in manufacturing companies in Bekasi Regency?
7. Does Servant leadership influence Competitive advantage with Strategic planning as a mediating variable in manufacturing companies in Bekasi Regency?

## METHODS

This research uses quantitative methods. According to research (Zulkarnain & Retno Purwani Setyaningrum, 2022) Quantitative is a systematic, planned and clearly structured research method from the beginning to the creation of a research design with the aim of researching a particular population or sample and statistical data analysis. The population in this study is generation Z employees who were born between 1997 - 2012 and work in the Bekasi Regency area with a minimum working period of at least 1 (one) year. There are 96 respondents included as samples in this research. The sampling technique used in this study is Accidental Sampling method, which is a method of sampling accidentally by selecting cases or respondents that happen to be available in a particular place according to the research context and meet the following criteria: 1) Age 21 - 44 years old, both male and female; 2) Education ranging from high school equivalent to doctoral degree; 3) Respondents have work experience of more than 1 year - 5 years; 4) Internship employees - permanent employees. The collected data were analyzed using Structural Equation Modeling (SEM) analysis technique and SmartPLS software. Data collection methods used in this research include observation method, literature review, and questionnaire distribution via Google form.

## RESULTS AND DISCUSSION

### Validity test and Reliability

The validity and reliability tests of this research were conducted using the Smart Partial Least Square (PLS) 3.0 application. Validity testing was carried out to determine whether a statement in a questionnaire can be considered valid or not, while reliability testing was

conducted to assess whether a variable can be considered to have high reliability. The results of the validity and reliability tests of this research can be seen in the following table:

**Table 1.** Validity dan Reliability Test

Variabel	Indikator	<i>Outer Loading</i>	Validitas	<i>Cronbach's Alpha</i>	Keterangan
Strategic Leadership (X1)	STL1	0,823	VALID	0,958	Reliabel
	STL6	0,859	VALID		
	STL7	0,864	VALID		
	STL8	0,879	VALID		
	STL9	0,872	VALID		
	STL10	0,882	VALID		
Servant Leadership (X2)	SRL1	0,886	VALID	0,938	Reliabel
	SRL2	0,915	VALID		
	SRL3	0,822	VALID		
	SRL4	0,828	VALID		
	SRL5	0,866	VALID		
	SRL6	0,924	VALID		
Strategy Planning (Z)	PS1	0,851	VALID	0,966	Reliabel
	PS2	0,913	VALID		
	PS3	0,889	VALID		
	PS4	0,911	VALID		
	PS5	0,860	VALID		
	PS6	0,904	VALID		
	PS7	0,920	VALID		
	PS8	0,942	VALID		
Competitive Advantage (Y)	CA3	0,705	VALID	0,686	Reliabel
	CA4	0,893	VALID		
	CA6	0,721	VALID		

Source: Processed primary data, 2023

Based on the data in table 1 above, it can be seen that all indicators already have an outer loading value > 0.5 so they can be declared valid for use in further research and analysis. The following is an image of the outer loading of the research after elimination:

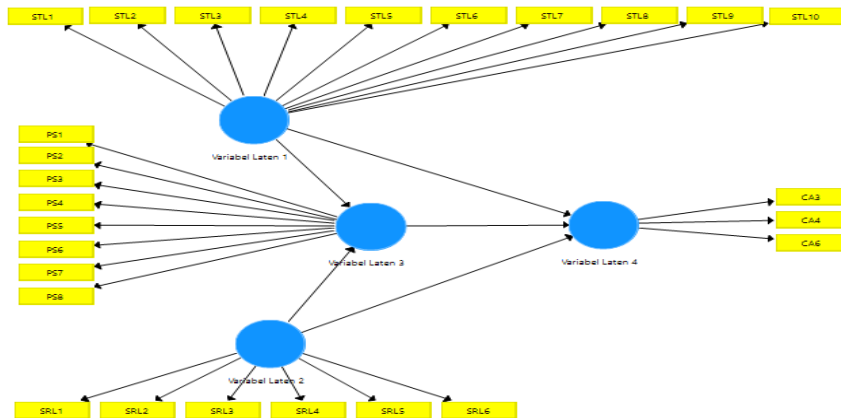


Figure 1. Outer Loading Output

### Inner Model Test Results

After carrying out the validity test and reliability test, you can continue by testing the Structural Model or Inner Model. Inner model analysis can be done through the R-Square test. The following is the R-Square value of this research:

Table 2. R-Square

Variabel	R Square	R Square Adjusted
Perencanaan Strategi	0,767	0,762
Competitive Advantage	0,104	0,075

Source: SmartPLS 3.0 output, primary data processed in 2023

Based on table 2 above, the resulting R-Square value is 0.104, indicating that the influence of the Strategic Leadership (X1), Servant Leadership (X2), and Strategic Planning (Z) variables on Competitive Advantage (Y) yields a value of 0.104. This can be interpreted as the Competitive Advantage construct being explained by the Strategic Planning variable as a mediating variable between Strategic Leadership and Servant Leadership on Competitive Advantage, with a percentage of 0.767 or 77%. The remaining 23% is explained by other variables outside the scope of this study.

### Hypothesis Test Results

Hypothesis testing is carried out using the bootstrapping test to obtain the path relationship coefficient values in the research model and also as a reference for cause and effect relationships in the research model. The results of hypothesis testing in this research can be seen in the following table:

Table 3. Path Coefficient

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Strategic Leadership (X1) > Competitive Advantage (Y)	0,735	0,722	0,274	2,686	0,007

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Strategic Leadership (X1) > Perencanaan Strategi (Z)	0,318	0,364	0,603	0,527	0,598
Perencanaan Strategi (Z) > Competitive Advantage (Y)	0,147	0,163	0,273	0,539	0,590
Servant Leadership (X2) > Competitive Advantage (Y)	-0,598	-0,690	0,495	1,207	0,228
Servant Leadership (X2) > Perencanaan Strategi (Z)	-0,014	0,007	0,226	0,062	0,951
Strategic Leadership (X1) > Perencanaan Strategi (Z) > Competitive Advantage (Y)	-0,010	0,012	0,161	0,063	0,949
Servant Leadership (X2) > Strategy Planning (Z) > Competitive Advantage (Y)	-0,002	-0,005	0,100	0,021	0,984

Source: Output SmartPLS 3.0, (2023)

### Implications of Research Results

1. Strategic Leadership (X1) significantly influences Competitive Advantage (Y) in Manufacturing Company employees. The results of this research are in line with studies in the journal (Supriyanto et al., 2021) which state that the increasing Strategic Leadership has a significant impact on the Competitive Advantage of manufacturing companies.
2. Strategic Leadership (X1) has a non-significant effect on Strategic Planning (Z) in manufacturing companies. The results of this study are consistent with research in the journal (Hunitie & Mohammad, 2018) which state the strategic leadership towards strategic planning does not significantly affect compared to competitive advantage.
3. The Strategic Planning (Z) towards Competitive Advantage (Y) in manufacturing companies does not have a significant effect. The results of this research are consistent with studies in the journal (Raden Ayu Atikah Permata Zulkarnaen & Retno Purwani Setyaningrum, 2023) which state that strategic planning does not have a significant effect on strategic competitiveness.



4. Servant Leadership (X2) towards Competitive Advantage (Y) does not have a significant effect on manufacturing companies. The research results indicate that leadership has an influence on the management control system but does not affect competitive advantage as stated in the journal (Hendri Kwistianus et al., 2021)
5. Servant Leadership (X2) towards Strategic Planning (Z) does not have a significant effect on manufacturing companies. The results of this research are in line with studies in the journal (Tadesse et al., 2024) which state that leadership behavior plays an important mediating role between strategic plans and the performance of sports federations.
6. The results of this study indicate that the Strategic Leadership variable (X1), before being mediated by Strategic Planning (Z), does not have a significant effect on Competitive Advantage (Y) in manufacturing companies in Bekasi regency. These findings are consistent with research in the journal (Anwar & Herlina, 2022) which means that the Strategic Planning variable as a mediating variable strengthens the relationship between Strategic Leadership and Competitive Advantage in manufacturing companies positively. The higher the Strategic Leadership and the lower the level of Strategic Planning experienced by the company, the more it will affect the Competitive Advantage of the company, where the level of Competitive Advantage will decrease, resulting in research indicating that strategic management through strategic planning has a significant effect on competitive advantage.
7. The results of this study indicate that the servant leadership variable (X2), before being mediated by strategic planning, has a very significant effect on competitive advantage (Y) in manufacturing companies in Bekasi regency. The Strategic Planning variable as a mediating variable weakens the servant leadership variable. These findings are consistent with with research in the journal (Harwardt, 2020) the findings of this study indicate that Servant Leadership Accountability has a positive impact on the dimensions of project management planning success, excellence, success perception, and successful outcomes.

## CONCLUSION

Strategic Leadership(X1) has a significant effect regarding Competitive Advantage in Bekasi Regency manufacturing companies, this is because the Strategic Leadership implemented by the company can improve employee performance, but it must be supported by increasing the Competitive Advantage felt by employees because Competitive Advantage has an indirect influence on the influence of Strategic Leadership. The results of this study indicate that the Strategic Leadership variable (X1) has no effect on Strategic Planning (Z) in manufacturing companies in the district Bekasi. This is because the decreasing Strategic Leadership has no effect on Strategic Planning in Bekasi Regency manufacturing companies. The results of this study show that the variable Strategic Planning (Z) on Competitive Advantage (Y) in Bekasi Regency manufacturing companies is declared insignificant or has no effect, this is because it shows that strategic planning does not mediate Competitive Advantage. The results of this

study show that the Servant Leadership variable (X2) has no effect on Competitive Advantage (Y) in Bekasi Regency manufacturing companies. The results of this research show that the Servant Leadership variable (X2) has no effect on Strategic Planning (Z) in manufacturing companies in Bekasi Regency. The results of this study show that the Strategic Leadership variable (X1) before being mediated by Strategic Planning (Z) has no significant effect on Competitive Advantage (Y) in Bekasi Regency manufacturing companies. The results of this research show that the Servant Leadership variable (X2) before being mediated by Strategic Planning has a very significant influence on Competitive Advantage (Y) in Bekasi Regency manufacturing companies.

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