

# BUILDING COMPETITIVE ADVANTAGE THROUGH TRAINING, MARKET ORIENTATION AND MANAGEMENT SKILLS (CASE STUDY, BATIK DANAR HADI INDONESIA)

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## Abstract

*Advances in digital technology today have brought significant changes in various aspects, especially in the batik industry business. As an Indonesian asset, batik is a cloth full of meaning and image of a region. The development of batik has now spread widely with the existence of digital marketing. But can marketing be done can provide an advantage? Or is it even difficult to expand into new markets? This study tries to examine the factors that can affect the competitive advantage of the Danar Hadi batik industry in the city of Yogyakarta. This type of research is quantitative using an explanatory approach. The results in this study indicate that the three independent variables studied, namely HR training, market orientation, and management ability, have an influence on competitive advantage with a coefficient of determination of 61.9%. This research is expected to provide input to organizations, especially in the batik industry, to pay more attention to the quality of their human resources and to develop their capabilities by providing training so that they can contribute to the organization in facing competition.*

**Keywords:** HR training; Market Orientation; Management Ability; Competitive Advantage

## INTRODUCTION

The current rapid development of information technology has brought changes in various aspects of human life, especially in the business context [1]. Today's marketing has used technology as a tool to introduce a brand or product so that it can be better known to the outside by the market or potential consumers [2]. Through digital marketing, the location of the distance between sellers and consumers is no longer an obstacle and obstacle to making buying and selling transactions anytime and anywhere. Day by day with the increasing number of people who use social media, it is certainly a good opportunity for organizations [3, 4]. Various efforts are made to provide good products and services to consumers. The current globalization market has entered industry 4.0, even now towards 5.0 where technological trends have produced a smart industry with the presence of a set of technologies [5]. In facing this trend, organizations must prepare quality human resources. The increase in human resources is expected to be a driving force in facing business trends [6]. Because, if you don't have good HR competencies, the organization will be left far behind by its competitors. Therefore, the importance of HR training is a crucial factor in building competitive advantage. Competent HR is the main actor who can face business competition in achieving competitive advantage [2]. Batik craftsmen, is one of the creative industries that have a contribution in improving the national economy. Batik as a fashion product is one of the sub-sectors that is considered important to support economic prosperity. In order to be able to compete in the global market, the HR factor has an important role because the competence, skills and knowledge of HR can support the success of the organization .

The phenomenon of changes in the business environment that has occurred recently has required organizations to further develop their business strategies. Global competition has led to the shrinking of profits earned by the organization. This situation forces organizations to increase their competitiveness through the resources they have [7, 8] . Since innovation and customer value are considered as important determinants in obtaining business performance, companies are competing to improve the quality of their human resources, one of which is by providing training to employees [9]. The new era of digital marketing has entered into various aspects and lives of modern society. New markets and new producers have been created using the internet. The use of the internet is what causes organizations to have to review their business strategies, especially in the Batik industry in Indonesia. With the presence of the internet, batik users are now wider and easier to make purchases. The focus of this research is on the business organization of Batik Danar Hadi. This company is one of the companies that provide various kinds of typical batik, one of the well-known brands is written batik (picture 1).



Figure 1. Types of Danar Hadi Batik Brand

To be able to enter the global market and face competition, Owner Danar Hadi has taken various steps in the city of Yogyakarta. Through talent development and training, the product has expanded internationally. Previous research has stated that HR training programs can affect organizational performance in creating competitive advantage. Companies with good performance are companies that are able to survive in fast-moving market conditions. Market orientation and good management skills are capital for organizations in facing competition, especially in the same industry. Previous research stated that companies that have a good market orientation can improve their business performance [9]. But simultaneously, research [10, 11] states that market orientation has no effect on business performance. This is because, a good business is a business that has many networks and competes with other organizations, even though it does not have a good understanding of the market [12]. Given that there are inconsistencies in the two studies, this study tries to re-examine the factors that influence competitive advantage in business organizations in the Batik sector, namely Danar Hadi. As for the formulation of this research are; (1) how much influence HR training has on the organization's competitive advantage? (2) how big is the influence of market orientation on the competitive advantage of the organization? (3) how big is the influence of management ability on the competitive advantage of the organization? (4) how much influence HR training, market orientation and management ability have on the organization's competitive advantage. This research was conducted in the batik industry sector to determine the effect of independent variables in determining competitive advantage.

## THEORY STUDY AND HYPOTHESIS DEVELOPMENT

### HR Training

According to [13, 14] to have effective competitiveness, organizations must improve the performance of their employees in order to achieve goals. Effective management requires support from employees who are capable and competent in their fields [3]. Generally, new workers are given prior training in order to carry out their work properly. Although orientation and training and development programs are time-consuming and costly, almost all organizations do so. According to [15] training is defined as the process of developing the ability of employees to gain effectiveness in their work that can help the organization achieve its goals. If the company wants to have high competitiveness in the future, then one of the strategic steps is to create a continuous learning process at all levels of employees through training. [16] defines training as a learning process that involves the acquisition of skills, concepts, rules, or attitudes to improve organizational performance. Another definition says training is a systematic process for changing employee behavior to achieve organizational goals. Among the training objectives carried out by the organization itself are, (1) preparing employees for certain assignments, (2) improving employee performance or productivity, and (3) providing learning opportunities as part of a development program. For organizations, the benefits that can be received in the training carried out are, improving knowledge and skills, helping to develop organizational performance, and motivating employees to be able to do the assigned tasks [13].

Organizational readiness in facing business competition demands to maximize the strengths it has. Organizations must realize that their HR competencies are capital that can be used to achieve excellence [17]. As part of the training process, the organization must have the needs and goals and objectives expected in the training process. Therefore, before the training activity is carried out, there are several steps that must be understood first [18, 19]. These steps include; identification of needs, who will attend the training, where the training is carried out, what goals are determined when the training is carried out. In the context of SMEs, especially in the batik industry, HR training is very important to achieve excellence. This is because every human resource or employee in the organization is required to be proficient in producing quality batik, both in writing and in their ability to use technology [20]. Previous research stated that the training program conducted by the organization can affect the performance of the organization in gaining competitive advantage. The hypothesis is proposed as follows:

H1. *HR training affects the organization's competitive advantage*

### Market Orientation

According to [2, 21] market orientation has a direct relationship with customers, consumers, and competitors. Orientation is the process of generating market information in order to obtain the needs and trends desired by customers [22]. Because market orientation aims to provide high value products and services to customers, organizations must have an understanding of the market itself so that it can influence the information that forms the basis for decision making (Ebrahimi, 2018). In simple terms, market orientation is an effort to create products and services that can meet consumer needs. According to [23, 24] good knowledge in understanding the market can produce information that forms the basis for decision making. Meanwhile, according to market orientation is an assessment of behavior and activities that show the company's concept in the implementation of marketing. This relates to the ability to meet customer demands [19] If the company can identify customer demand and then adapt its products to those demands, then there will be opportunities for the company to earn higher profits. [16, 23] states that market orientation includes; (1) customer orientation; (2) profit orientation (3) integrated marketing, and (4) understanding of competitors. Where this is a means of understanding the market and can satisfy the wants and needs of customers. Therefore, the key to success for organizations building

customer orientation and profit orientation is through promotion and marketing. It is meaningless for a company to have proper planning, have reliable products, and have a strong work team if it doesn't understand the market [25]. Conversely, if a product has mediocre quality, but if the promotion and marketing is carried out aggressively and effectively, it will certainly get a positive response from the market. Previous research stated that a good understanding of the market can affect an organization's competitive advantage, so the following hypotheses can be proposed:

H2. *Market orientation has a positive effect on organizational performance*

### **Management Ability**

In any organization, management skills are very important and needed. Every business or company, whether small or large in its management, can achieve effective and efficient results when it applies good management principles [7, 15] So that the role of the leader or business owner to understand and be able to carry out the main functions of management is the main thing for business success in the future. [6, 22, 26-29] explains that the owner/manager must be strong (powerful) to overcome obstacles in realizing the success of his business strategy. Strategies in small companies are sourced from human capital resources, namely: the abilities and competencies of managers or owners [29](S. [6]Nieboer, (2020) found that the human capital or managerial ability of the owner is associated with a strategy that has a positive effect on the performance of business organizations. Likewise, if it is associated with competitive advantage where management ability also contributes. So that the hypothesis can be proposed as follows:

H3. Management ability affects competitive advantage

### **Competitive Advantage**

Competitive advantage is defined as a set of factors that distinguish a company from its competitors and has a unique position so that it is superior to others [28] Organizations that have the ability will have an advantage in dealing with external factors that pose a threat. According to [21] competitive advantage can be achieved by organizations through providing economic value to consumers. Competitive advantage in the Batik industry sector will determine the position in the batik market itself. Each organization will present its advantages both in terms of the selected product, service or promotional media [6]. Among the choices in gaining excellence, organizations generally choose product orientation by providing quality and uniqueness to the product itself. Competitive advantage will be achieved if the organization is able to provide more value than its competitors, especially in the same industry. [24] states that companies that have competitive advantages will be leaders in their markets and can achieve above-average profits [27] Competitive advantage is a benefit that is seen from the target market being better than its closest competitors. [29] found that competitive advantage can be built by innovative products (), the ability of existing employees in the organization [3, 12](Liu, 2020) to have a good market orientation[13, 22, 30] and well-built management capabilities [22, 29].

H4. Employee training, market orientation and management ability affect the organization's competitive advantage.

## **RESEARCH METHODS**

This research was conducted with the aim of knowing whether HR Training, Market Orientation and Management Ability can affect Competitive Advantage. This type of research is descriptive verification. The research method used is the explanatory method. [18] states that Explanatory research is a research method that intends to explain the position of the variables studied and have a causal relationship between one variable and another. To obtain respondent data and responses to variables, the researchers distributed online questionnaire questionnaires by distributing network links that would direct objects



to a page that displays questionnaire questions. The population in this study were 240 people and selected incidentally who met the criteria. Then the sample was selected using the Slovin formula so that 150 consumer respondents were obtained [16, 21, 23, 24]. The data collection method used in this study was observation, using a Likert scale of 1 to 5 as a measuring tool in conducting a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured. Data analysis was performed using multiple linear regression with the equation  $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$  with the help of SPSS 23 software.

**RESULTS AND DISCUSSION**

Data from 150 respondents showed that 66% were women and 34% were men. The largest number of respondents in this study were respondents aged 29 - 34 years and the least respondents were aged 17 - 22 years and 35 - 40 years. Based on the regional level dominated by Central Java and East Java. The profile of the respondent with the highest frequency of monthly income is with a value of > Rp. 8,000,000.

*Table 1*

**Respondent Profile**

Respondent Profile		Percentage
<i>Gender</i>	Male	44%
	Female	56%
<i>Age</i>	< 20 Year	13%
	20 - 29 Year	49%
	30 - 39 Year	41%
	40 - 49 Year	36%
	> 50 tahun	11%
<i>Jobs</i>	Student/Student	27%
	Businessman	25%
	Private employees	36%
<i>Place of origin</i>	West Java	16%
	Central Java	39%
	East Java	22%
	Outside Java	14%
<i>Income</i>	< Rp 3.000.000	20%
	Rp 3.000.000 – Rp 5.000.000	35%
	Rp 5.000.000 – Rp 7.000.000	30%
	Rp 7.000.000 – Rp 9.000.000	15%

Source: data processed 2021

In Table 2, it can be seen that each research variable has a high average score. That is, the questions contained in the questionnaire have a good response from the respondents.

Table 2

## Descriptive Analysis Results

No	Variable	Average Score	Standard Deviation	Interpretation
1	HR Training	4,4	0,1030	Good
2	Market Orientation	4,3	0,1594	Good
3	Management Ability	4,1	0,1651	Good
4	Competitive Advantage	4,1	0,4594	Good

Source: data processed 2021

## Normality and Multicollinearity Test

The normality test was carried out to determine the distribution of data in a group of variables whether the distribution of the data carried out was normally distributed or not. The results of the Kolmogorov-Smirnov test give Sig. Test Statistic of  $0.051 > 0.050$  ( $\alpha = 5\%$ ). This result means that the data is normally distributed. The presence or absence of multicollinearity in the research results can be assessed based on the tolerance value and the resulting VIF. In this study, the tolerance value on the variables of HR Training, Market Orientation and Management Ability, respectively, is 0.418; 0.319; 0.347 where the three independent variables have a value  $> 0.1$ . Meanwhile, the VIF value of the three variables is 2,390; 3.136; 2.879 where all variables have a value  $< 10$ . This means that it can be concluded that there is no strong correlation between the independent variables in this study.

## Multiple Linear Regression Test

The following are the results of the linear regression equation in table 3.

Competitive Advantage =  $4.815 + 0.114$  HR Training +  $0.112$  Market Orientation +  $0.261$  Management Ability. In the regression test, it is known that, if there are no three independent variables, the Competitive Advantage will increase by 4.815. If it involves the HR Training variable only, then Competitive Advantage will add a contribution of 0.114, if it involves a Market Orientation variable then Competitive Advantage will increase with a contribution of 0.112 and if it involves Management Capability, the increase in Competitive Advantage will add a contribution of 0.261.

Table 3

## Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,815	1,665		6,494	,000
	HR Training	,114	,094	,119	3,209	,009
	Market Orientation	,122	,094	,145	3,288	,010
	Management Ability	,261	,067	,423	3,911	,000

## Coefficient of Determination Test (Adjusted R Square)

Based on table 4, the value of Adjusted R Square is 0.395 which means that the ability of the three independent variables in explaining the dependent variable of Competitive Advantage is 61.9%. While the other 38.1% are influenced by other variables outside the research variables.

Table 4

**Results of the Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,788 <sup>a</sup>	,621	,619	2,518
a. Predictors: (Constant), Management Ability, Market Orientation, HR Training				
b. Dependent Variable: Competitive Advantage				

**Partial Hypothesis Test**

Partially the t-count value for the HR Training variable is 3.209 with a significance value of 0.009 < 0.05, meaning that HR Training has a significant effect on Competitive Advantage. In Market Orientation the t-count value is 3,288 with a significance value of 0.010 < 0.050, meaning that partially Market Orientation has a significant effect on Competitive Advantage. For the Management Ability variable with a t-count value of 3.911 with a significance of 0.000 < 0.050, it means that it has a significant effect on Competitive Advantage.

**Simultaneous Hypothesis Test**

Based on the ANOVA test, it is known that together the independent variables have a significant effect on Competitive Advantage, because the arithmetic value is 33,425 with a significant value of 0.000. From the table calculations, namely at the level of = 0.05,  $df_1 = k - 1 = 4 - 1 = 3$ , and  $df_2 = n - k = 150 - 4 = 146$ , a table of 2.67 is obtained. So when compared,  $count > table$  that is  $33,425 > 2.67$ .

Table 5

**Simultaneous Hypothesis Test Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	635,775	3	211,925	33,425	,000 <sup>b</sup>
	Residual	925,698	146	6,340		
	Total	1561,473	149			

**DISCUSSION**

**The Effect of HR Training on Competitive Advantage**

From the test results that have been carried out, it shows that partially the HR Training variable has a significant effect on Competitive Advantage, so with this H0 is rejected and H1 is accepted. Through HR Training the ability to improve Competitive Advantage becomes more effective, so that organizational goals in terms of business can be achieved. These results are in line with [5, 13, 27] research that training provided by organizations to employees can improve organizational performance which in turn can build superior performance. In addition, effective management also requires support from skilled and competent employees in their fields, especially in the Batik industry organization, the role of human resources is very important in batik making [1, 6, 18, 19, 31].



### Effect of Market Orientation on Competitive Advantage

From the hypothesis testing that has been done, it is known that partially the Market Orientation variable has a significant effect on Competitive Advantage. Market orientation is to pay more attention to market conditions and how consumers want. By paying attention and analyzing how consumers want, Competitive Advantage can be improved. In terms of testing, H0 is rejected and H1 is accepted. These results are in line with [2, 20, 23, 25, 32] that market orientation aims to provide valuable products and services to customers, so by conducting market orientation, organizations can gain a competitive advantage.

### The Influence of Management Ability on Competitive Advantage.

From the test results that have been carried out, it is known that partially Management Ability can have a significant effect on Competitive Advantage. Good Management Ability is one of the factors determining a good Competitive Advantage. Management ability can analyze new market opportunities, even good management can maintain existing products to remain products that are always needed by consumers. These results are in line with [22, 30] research that human capital, organizational ability to understand the market, and managerial ability can affect an organization's competitive advantage.

### CONCLUSION OF SUGGESTIONS

The results of this study reveal that Competitive Advantage is significantly influenced by independent variables such as HR Training, Market Orientation and Management Ability. Competitive advantage can be obtained by increasing human resources through various kinds of training that are suitable for the needs of the organization. Good management in managing the organization can increase Competitive Advantage. The development of consumer interest in buying a product is a challenge for academics which is highly expected by every sales sector in attracting consumer interest. This research is only limited to the variables of HR Training, Market Orientation and Management Ability in increasing Competitive Advantage, it is possible that there are other variables that can affect Competitive Advantage, such as service quality and product assortment. The limitations of this study are the relatively small number of samples due to the limitations of the researcher. For further research can be done on differences in geographical location and add moderating variables to competitive advantage.

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