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## **The Influence of Employee Creativity and Job Involvement on Competitive Advantage Mediated by Strategic Planning at PT Nesinak Industries**

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### **Abstract**

The purpose of this study was to determine the direct and indirect effects between the variables of employee creativity and job involvement variables mediated by strategic planning on competitive advantage. This research was conducted using a quantitative method approach. The sample used in this study was 90. Data collection was used by distributing questionnaires. The research results show that employee creativity (X1) has a positive influence on competitive advantage (Y) with a t-statistic value ( $5,770 > 1,96$ ), work involvement (X2) has no influence on competitive advantage (Y) with a t-statistic value ( $1,685 < 1,96$ ), strategic planning (Z) has no influence on competitive advantage (Y) with a t-statistic value ( $1,258 < 1,96$ ), employee creativity (X1) has a significant influence on strategic planning (Z) with a t-statistic value ( $2,609 > 1,96$ ), work involvement (X2) has a positive influence on strategic planning (Z) with a t-statistic value ( $5,934 > 1,96$ ), employee creativity (X1) mediated by planning strategy (Z) has no influence on competitive advantage (Y) with a t-statistic value ( $0,937 < 1,96$ ), work involvement (X2) mediated by strategic planning (Z) has no influence on competitive advantage (Y) with a t-statistic value ( $1,298 < 1,96$ ).

**Keywords:** Employee Creativity, Job Involvement, Strategic Planning, Competitive Advantage

### **INTRODUCTION**

In the current era of globalization, the success of an organization is largely determined by human factors. Having quality human resources in the company is very important. Quality and capable human resources determine the company's development. The company's jobs are obtaining competent employees such as talented employees who show energy, creativity, and high enthusiasm (Iskandar & Andriani, 2019). Business cannot run

without human resources. Human resources are something that is really needed by the business world in the current era of globalization. Human resources are the driving and determining factor in the progress of an organization in achieving organizational goals (Ekhsan, 2019).

Globalization brings intense competition in various fields. Companies compete and are required to recruit competent human resources who can support business progress that is

able to compete with other companies to win the competition (Nour Halisa et al., 2020). Companies must identify improvements in company operations to evaluate the business activities the company carries out, including performance appraisal. Performance appraisal is an important function of human resources that provides management with a systematic basis for identifying and evaluating current and potential human resource capabilities effectively. Better employee performance appraisal will increase productivity so that they are able to compete with other competitors (Faza et al., 2023).

Competitive advantage contributes in the long term to company performance (Zainol & Al Mamun, 2018 dalam Setyaningrum & Muafi, 2022). Competitive advantage is closely related to competence. Competence is known as the ability, professionalism and reliability of a human resource, where a worker can complete his work according to his expectations and skills (Barney, 2014 dalam Setyaningrum & Muafi, 2022). Competitive advantage a company can be achieved able to provide more value to customers than what other competing companies provide (Widyagoca et al., 2021). The following are the product result of competitive advantage in a company that can be seen through the following table 1:

**Table 1.** Timing belt product list

Month	2020	2021	2022
Jan	277.467	305.384	280.406
Feb	244.285	330.686	189.481
Mar	266.061	330.686	276.467
Apr	176.666	351.484	347.308
May	100.678	236.444	126.960
Jun	319.149	287.718	254.522
Jul	356.832	186.359	298.572
Aug	307.023	192.412	321.685
Sep	242.906	301.447	424.081
Oct	222.463	283.209	412.580
Nov	314.264	307.274	443.420
Dec	352.905	365.023	436.600
Total	3.182.719	3.433.403	3.814.041

Source: PT Nesainak Industries, 2023.

The result of the data above can prove that PT Nesainak Industries is able to do well in facing competitive advantage in the current and future globalization. Since 2020 to 2022 production result have increased as shown in table 1, this is due to the performance appraisal which has increased every year, but this makes management have to keep working hard considering the competition between companies is getting tighter. Management expects the role of human resources to achieve competitive advantage. The competitive advantage and creativity of employees is what makes an organization's goods or product superior to those of its competitors (Shabrina et al., 2023).

Competitive advantage is a condition where a company can create a good defensive position against its competitors (Elisa Ema et al., 2020). Competitive advantage is based on specific skills, specifically company-specific strengths that enable the company to make its products different from those offered by competitors and at lower prices than those offered by competitors (Soebroto, 2021). Competitive advantage allows a company to obtain higher profits compared to the of its competitors. Competitive advantage the stronger company's, the greater the profits generated, and vice versa. The ability of an organization to remain slightly ahead of its current or potential competitors is known as competitive advantage (Alhosseiny, 2022).

The role in increasing economic growth lies in and the most influential economic source is the creative industry. The creative industry relies heavily on human resources and other economic resources to create creativity. Creativity acts as a component of the managerial process that will contribute to the development and competitive advantage of a company (Setyaningrum & Muafi, 2022). Creativity can be practiced by teams or groups, even organizations and individuals, with companies that have employees who have creative ideas. Developing and sharing it with other organizational members will enable the company to adapt to changes, seize opportunities and be able to win the competition with competitors (Setyaningrum & Muafi, 2022).

Creativity or creative thinking is the ability to find various solutions to a problem and is a form of thinking that until now has received little attention (Ogi, 2018 dalam Indrajita et al., 2021). Creativity is the ability to produce new, useful ideas (Anthony, 2017 dalam Indrajita et al., 2021). Employee creativity can shape the way work is done more easily and is expected to generate profits for the company (Dewi et al., 2022).

Research states that employee creativity has a significant influence on competitive advantage (Setyaningrum & Muafi, 2022), however, there is research which states that employee creativity has an influence but not directly on competitive advantage because, in this case, a context for the formation of creative human resources is needed, so it is recommended to provide employees with training (Benea- Popușoi & Duca, 2023). Company management really needs work involvement from employees to achieve its targets.

Job involvement is a concept that emphasizes the role and contribution of employees who have psychological behavior, are interested in work, actively participate in work, and consider it important for themselves and their families, so that the level of performance that has been achieved is a form of commitment to self-expression and a form of appreciation for performance (Mubin et al., 2022).

Job involvement is an important indicator of the welfare of the workforce or employees. Therefore, job involvement is important for an organization. It is because when employees have good job satisfaction, they will also provide good feedback to the company (Zeijen et al., 2020). Job involvement is considered as employee enthusiasm for work. Job involvement has the potential to greatly increase organizational success and competitiveness (Bakker & Laiter, 2011 dalam Zeijen et al., 2020).

Job involvement is a participatory process that utilizes the abilities of all employees for the purpose of increasing commitment to the company's success. Job involvement has the

potential to greatly increase organizational success and competitiveness. Job involvement is also described as a psychological state where employees are able to participate in their work and business both mentally and physically (Gupta & Shaheen, 2017 dalam Zeijen et al., 2020), therefore, individuals who have job involvement must be able to identify their work for a common goal, thus job involvement has a positive relationship with competitive advantage (Faikul Umam et al., 2023).

However, there is research which states that job involvement has an influence but not directly on competitive advantage because it is necessary to add the variables of leadership, organizational culture and job satisfaction which can have a big influence on job involvement (Widjajani et al., 2017). Companies need strategic planning to have a well-structured business. Careful planning is the key to business success.

Strategic planning is a strategic plan that provides clear direction for a business (Soebroto, 2021). Strategic planning will help a company have good competitiveness (Bataincha, 2014 dalam Soebroto, 2021). Strategic planning prepared by the company with the participation of other parties is considered important (Mulyaningsih et al., 2021). Strategic planning is a systematic and formal effort by a company to determine company goals, rules and strategies to achieve the company's main goals (Elisa Ema et al., 2020).

Strategic planning is very important for a company to maintain its competitive advantage. Strategic planning makes teamwork easier and it is hoped that the company will always be one step ahead of competitors due to its competitive advantage (Alhosseiny, 2022). Research states that employee creativity has a positive influence on strategic planning (Jayapriya Gopinath, 2023), however research states that job involvement has a positive influence on strategic planning (Albaloula Ali & Tamim, 2017). There is research which states that strategic planning has a significant influence on competitive advantage (Natasha & Devie, 2013 dalam Soebroto, 2021).

## METHODS

This research was conducted using a quantitative approach. The type and source of data in this research is primary data. Primary data is a data source that provides data directly to data collectors (Sugiyono, 2016 dalam Laksono & Wardoyo, 2019), while secondary data is obtained from previous research and literature study. The population in this study were employees of PT Nesinak Industries, totaling 630 employees with a sample of 90 samples. The analytical method used in this research is Partial Least Square (PLS) using the SmartPLS version 3.0 program.

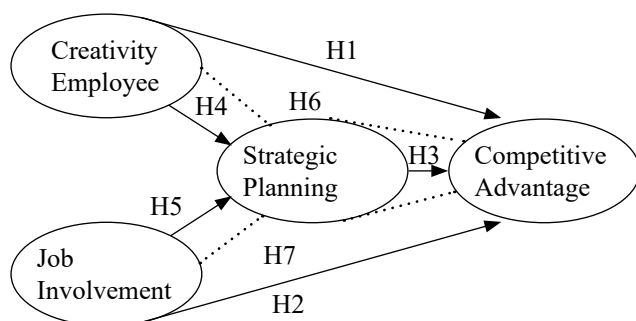


Figure 1. Diagram path analysis

## RESULTS

### Validity test

#### Convergent validity

Validity refers to the extent of accuracy between the information collected from the object of research and the data that can be submitted by researchers. To assess the validity of the data, a comparison is made between the calculated r-value and the r-table value with a significance level of 5%, as a way to determine whether the data used has a significant contribution.

Table 2. The result of validity test

Variable	Indicator	Outer Loading	Validity
Creativity Employee	KK1	0.812	Valid
	KK2	0.868	Valid
	KK3	0.880	Valid
	KK4	0.856	Valid
	KK5	0.851	Valid
	KK6	0.787	Valid
	KEK1	0.829	Valid
	KEK2	0.875	Valid
	KEK3	0.874	Valid
	KEK4	0.800	Valid
Job Involvement	KEK5	0.893	Valid
	KEK6	0.814	Valid
	KEK7	0.831	Valid
	KEK8	0.768	Valid
	KUK1	0.282	Valid
	KUK2	0.641	Valid
Strategic Planning	KUK3	0.807	Valid
	KUK4	0.845	Valid
	KUK5	0.880	Valid
	KUK6	0.835	Valid
	PS1	0.797	Valid
	PS2	0.769	Valid
	PS3	0.849	Valid
	PS4	0.865	Valid
	PS5	0.832	Valid
	PS6	0.798	Valid
PS7	0.782	Valid	
PS8	0.816	Valid	
PS9	0.817	Valid	
PS10	0.777	Valid	

Source: Processed Primary Data, (2023).

Derived from the information provided in table 2, it is evident that each indicator possesses an outer loading value of  $> 0.5$ , thereby affirming their validity.

### Discriminant validity

Discriminant validity measures the extent to which the instrument can identify differences between constructs that should not be related to each other.

**Table 3.** Average varian extracted (AVE)

Variable	Average Variance Extracted (AVE)
Employee Creativity	0.711
Job Involvement	0.700
Competitive Advantage	0.656
Strategic Planning	0.657

Source: Output SmartPLS 3.0, processed primary data (2023).

Based on table 3 above, it can be concluded that the discriminant validity (AVE) value is said to be achieved or valid if the ave value  $> 0,5$ , which means that te four variables (employee creativity, job involvement, strategic planning, competitive advantage) are valid.

### Reliability test

Reliability test reflects the extent to which a measurement tool shows consistency and reliability in measuring a trait or quality of the object being tested.

**Table 4.** The result of reliability test

Variable	Composite Reliability	Result
Employee Creativity	0.936	Reliable
Job Involvement	0.949	Reliable
Competitive Advantage	0.919	Reliable
Strategic Planning	0.950	Reliable

Source: Output of SmartPLS 3.0, processed primary data (2023).

According to the findings presented in table 4, it is deduced that the composite reliability value for every construct  $> 0.7$ , this indicates that all constructs meet the criteria for composite reliability, signifying a high of reliability for each construct examined in this study.

The reliability test is also strengthened by the Cronbach's Alpha value. The following ae the result of the reliability test with Cronbachs alpha

**Table 5.** Cronbach's alpha

Variable	Cronbach's Alpha	Result
Employee Creativity	0.918	Reliable
Job Involvement	0.938	Reliable
Competitive Advantage	0.893	Reliable
Strategic Planning	0.942	Reliable

Source: Output of SmartPLS 3.0, processed primary data (2023).

Derived from the data presented in table 5, it can be inferred that the Cronbach's alpha value for all error constructs exceeds  $> 0.6$ . This implies that all constructs adhere to the Cronbach's alpha criteria, indicating a high level of reliability for each construct examined in this study.

### Inner model analysis

The outer model deals with the relationship between measurement variables or indicators, while the inner model deals with the relationship between latent variables (constructs that are not directly measured).

**Table 6.** R-Square

Variable	R Square	R Square Adjusted
Competitive Advantage (Y)	0.867	0.863

Source: Output of SmartPLS, processed primary data (2023).

Based on table 6 above, it can be seen that R-Square value is 0.863. it can be explained that the influence of the variables employee creativity (X1), job involvement (X2), and strategic planning (Z) on competitive advantage (Y) gives a value of 0.867, with the interpretation that the variables of competitive advantage construct can be explained by the employee creativity variable, job involvement, and strategic planning with planning as a mediating variable between employee creativity and job involvement on competitive advantage with a percentage of 86.7% while the remaining 13.3% is explained by other variables outside this research.

### Hypothesis analysis

Hypothesis analysis is a statistical approach used to test hypotheses against sample data.

### DISCUSSION

The results of this research show that the Employee Creativity variable (X1) has a significant influence on Competitive Advantage (Y) at PT Nesinak Industries. The results are based on the path coefficient test on the inner model which shows the t-statistical results for the employee creativity variable which is 5.770 and is declared significant because the t-statistic value  $> 1.96$  ( $5,770 > 1.96$ ), then hypothesis test 1 states that  $H_0$  is rejected and  $H_a$  accepted. It can be interpreted that employee creativity has a significant influence on competitive advantage at PT Nesinak Industries. The results of this research are in line with in journal (Ira Riany, 2020) stating that employee creativity has a significant effect on competitive advantage, which means that

Table 7. Part coefficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P Values
Employee Creativity -> Competitive Advantage	0.642	0.620	0.108	5.770	0.000
Job Involvement -> Competitive Advantage	0.181	0.166	0.168	1.685	0.093
Strategic Planning -> Competitive Advantage	0.157	0.173	0.125	1.258	0.209
Employee Creativity -> Strategic Planning	0.300	0.308	0.115	2.609	0.009
Job Involvement -> Strategic Planning	0.635	0.628	0.107	5.934	0.000

Source: Output of SmartPLS 3.0, processed primary data (2023).

Table 8. Special indirect effects

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P Values
Employee Creativity -> Strategic Planning -> Competitive Advantage	0.047	0.056	0.050	0.937	0.349
Job Involvement -> Strategic Planning -> Competitive Advantage	0.100	0.106	0.077	1.298	0.195

Source: Output SmartPLS 3.0, data primer (2023).

if the employee creativity variable increases, competitive advantage will increase.

The results of this research show that the Job Involvement variable (X2) has a insignificant influence on Competitive Advantage (Y) at PT Nesinak Industries. The results are based on path coefficient testing in the inner model which shows the t-statistic result for the job involvement variable is 1.685 and thus is declared insignificant because the t-statistic value is  $<1.96$  ( $1.685 < 1.96$ ). Therefore, the hypothesis test 2 states that  $H_0$  is accepted and  $H_a$  is rejected. The research in journal (Heyns et al., 2021) stating that job involvement has a positive influence on competitive advantage, where job involvement can ensure that a company that is more productive will be more profitable. The result of this research are in line with research in journal (Widjajani et al., 2017) stating that job involvement has an indirect influence on competitive advantage because it requires adding the variables of leadership, organizational culture and job satisfaction and behavior in various knowledge.

The results of this research show that the Strategic Planning variable (Z) does not have an influence on Competitive Advantage (Y) at PT Nesinak Industries. The results are based on path coefficient testing in the inner model which shows the t-statistic result for the strategic planning variable is 1.258 and is declared insignificant because the t-statistic value is  $<1.96$  ( $1.258 < 1.96$ ). Therefore, the hypothesis 3 test states that  $H_0$  is accepted, and  $H_a$  rejected. The research result in the journal of (Alhosseiny, 2022) states that strategic planning has a positive influence on competitive advantage. However, in this research, it is known that after the strategic planning variable on competitive advantage is applied to PT Nesinak Industries, there are results that show that strategic planning has no influence on competitive advantage. This research result is in line with research in journal (Tryson, 2022) showing that strategic planning does not have influence on competitive advantage.

The results of this research show that the Employee Creativity variable (X1) has a significant influence on Strategic Planning

(Z) and Competitive Advantage (Y) at PT Nesinak Industries. The results are based on path coefficient testing in the inner model which shows the t-statistic value of employee creativity variable is 2.609 and is declared significant because the t-statistic is  $>1.96$  ( $2.609 > 1.96$ ). Therefore, the hypothesis 3 test states that  $H_0$  is accepted, and  $H_a$  rejected. The research result in the journal of (Amrita, 2021) states that creativity has an influence on strategic planning.

The results of this research show that Job Involvement variable (X2) has a significant influence on Strategic Planning (Z) at PT Nesinak Industries. The results are based on path coefficient testing in the inner model which shows the t-statistic value of job involvement variable is 5.934 and is declared significant because the t-statistic value is  $>1.96$  ( $5.934 > 1.96$ ). Therefore, hypothesis 5 tests declares that  $H_0$  is rejected, and  $H_a$  is accepted. It can be interpreted that job involvement has a significant influence on strategic planning at PT Nesinak Industries. The results of this research are in line with research in journal of (Surjo hadi et al., 2020) which states that job involvement has a significant influence, meaning that employees having high work can improve better quality of the company.

The results of this research show that Employee Creativity variable (X1) before mediated by Strategic Planning has a significant influence on Competitive Advantage (Y) at PT Nesinak Industries with the t-statistic value of 5.770. Meanwhile, the results based on path coefficient testing on the inner model t-statistic of hypothesis 6 after being mediated by strategic planning shows the result of 0.937 ( $0.937 < 1.96$ ). Therefore, from testing hypothesis 6 it can be seen that  $H_a$  is accepted, and  $H_0$  is rejected. This can then also be interpreted that the direct influence value is 5.770 and the indirect influence is 0.937, which means that the strategic planning variable as a mediating variable weakens the employee creativity variable on competitive advantage at PT Nesinak Industries.

The results of this research show that Job Involvement variable (X2) before being mediated by Strategic Planning has a insignificant influence

on Competitive Advantage (Y) with the t-statistic value of 1.685. Meanwhile, the results based on path coefficient testing on the inner t-statistical model of hypothesis 7 after being mediated by strategic planning are 0.298 ( $0.298 < 1.96$ ). Therefore, the hypothesis test 7 states that  $H_a$  is accepted, and  $H_o$  is rejected. This can also be interpreted that the direct influence value is 1.685 and the indirect influence is 0.298, which means that the strategic planning variable as a mediating variable weakens the job involvement variable on competitive advantage at PT Nesinak Industries.

## CONCLUSION

Employee creativity has a significant influence on competitive advantage at PT Nesinak Industries. This is because the company has consistent employees who can produce creativity through exploring new ideas. This is supported by research (Setyaningrum & Muafi, 2022) which states that employee creativity has a significant effect on competitive advantage. Job involvement does not have a significant influence on the competitive advantage at PT Nesinak Industries. This is because by several additional factors that are needed such as organizational culture, leadership variables, and job satisfaction and behavior in various knowledge. This is supported by research (Widjajani et al., 2017) which states that job involvement has no significant effect on competitive advantage. Strategic planning does not have a significant influence on competitive advantage at PT Nesinak Industries, this is because the implementation of strategic planning is unstable and strategic planning does not meet the criteria for competitive advantage. This is supported by research (Alhosseiny, 2022) which states that strategic planning has no significant effect on competitive advantage.

Employee creativity does have a significant influence on strategic planning at PT Nesinak Industries. This is supported by research (Indrajita, 2021) which states that employee creativity has a significant effect on strategic planning. Job involvement has a significant influence on strategic planning at PT Nesinak Industries. Strategic planning can be carried out

due to the participation and job involvement of the employees in the company. This is supported by research (Surjo hadi et al., 2020) which states that job involvement has a significant effect on strategic planning. Strategic planning as a mediating variable plays a role in negatively weakening the influence of employee creativity variables on competitive advantage at PT Nesinak Industries. Apart from that, the existence of strategic planning reduces the significant value. Strategic planning as a mediating variable plays a role in negatively weakening the influence of the job involvement variable on competitive advantage at PT Nesinak Industries. This is because job involvement has a significant influence on competitive advantage at PT Nesinak Industries.

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