

THE RELATIONSHIP OF COMPETITIVE ADVANTAGE TO CONSTRUCTION COMPANIES PERFORMANCE IN INDONESIA

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ABSTRACT

The objective of this research is to investigate how competitive advantage (KB) and business outcomes (KP) of construction companies in Indonesia can be increased by electronic customer relationship management (e-CRM) theory, project innovation (PI), project organizational culture (BO), and dynamic ability (KD). In 2016, Indonesia's construction industry was the fourth greatest contributor to the country's gross domestic product (GDP). On the other hand, the lack of competitiveness of the company has resulted in inefficiencies in production, which in turn have contributed to a slower growth rate in the construction industry. In this study, quantitative methodologies were utilized, and an online questionnaire was administered to a total of 200 participants from PT BCI Asia. Modeling structural equations is what is done in the process of data analysis (SEM). According to the findings of this research, it was discovered that (1) e-CRM, PI, and KD all had a major impact on family planning; 2) While PI, BO, and KD all have an influence on KP, e-CRM does not significantly contribute to the effect; (3) The presence of KB has a considerable effect on CP construction companies in Indonesia; (4) The influence that e-CRM, PI, BO, and KD have on KP is mediated by KB; and (5) The scale of the company helps to mitigate the effect on CP.

Keywords: *Construction, e-CRM, Project Innovation, Project Organizational Culture, and Dynamic Ability*

ABSTRAK

Tujuan dari penelitian ini adalah untuk mengetahui bagaimana keunggulan kompetitif (KB) dan hasil bisnis (KP) perusahaan konstruksi di Indonesia dapat ditingkatkan dengan teori manajemen hubungan pelanggan elektronik (e-CRM), inovasi proyek (PI), budaya organisasi proyek (BO), dan kemampuan dinamis (KD). Pada tahun 2016, industri konstruksi Indonesia merupakan penyumbang terbesar keempat terhadap produk domestik bruto (PDB) negara. Di sisi lain, lemahnya daya saing perusahaan mengakibatkan inefisiensi dalam produksi, yang pada gilirannya berkontribusi pada melambatnya pertumbuhan industri konstruksi. Dalam studi ini, metodologi kuantitatif digunakan, dan kuesioner online diberikan kepada total 200 peserta dari PT BCI Asia. Pemodelan persamaan struktural inilah yang dilakukan dalam proses analisis data (SEM). Berdasarkan temuan penelitian ini, ditemukan bahwa (1) e-CRM, PI, dan KD semuanya berdampak besar terhadap KB; 2) Sementara PI, BO, dan KD semuanya memiliki pengaruh terhadap KP, e-CRM tidak memberikan kontribusi yang signifikan terhadap pengaruh tersebut; (3) Kehadiran KB berpengaruh cukup besar terhadap perusahaan konstruksi CP di Indonesia; (4) Pengaruh e-CRM, PI, BO, dan KD terhadap KP dimediasi oleh KB; dan (5) Skala perusahaan membantu mengurangi efek pada CP.

Kata kunci: *Konstruksi, e-CRM, Inovasi Proyek, Budaya Organisasi Proyek, dan Kemampuan Dinamis*

1. PENDAHULUAN

The market for construction companies is getting increasingly competitive, which motivates businesses to further improve their level of competitiveness in order to stay in the game. This is as a result of factors such as the rising building enterprises, caliber of available human resources, technological advancements, and intense international rivalry. In 2013, there were 131 080 construction businesses in Indonesia; in 2018, that number climbed to 160 576. This rise in Indonesian construction firms may continue (see Table 1). An expansion of firms without a corresponding increase in projects reduces the enterprise's effectiveness and competitiveness.

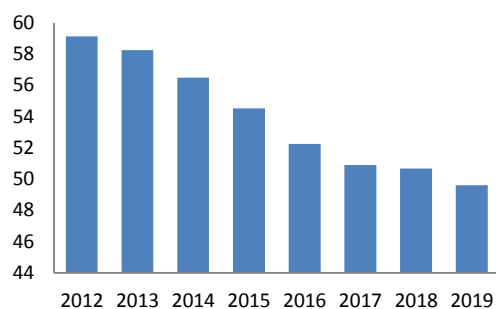


Figure 1. A Performance Index of the Construction Sector in Indonesia

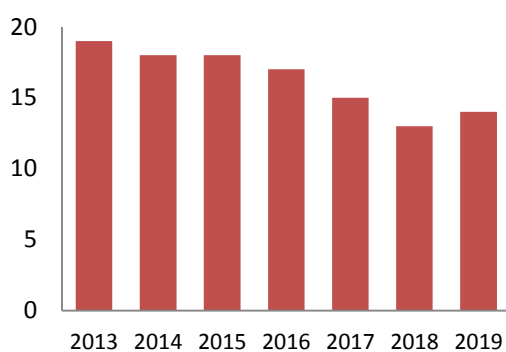


Figure 2. Increase in the industry's total production value in Indonesia's construction sector

Furthermore, Indonesia's building

industry has decreased annually (see Figure 2) (BPS, 2020). Indonesian construction enterprises' performance has declined as a result. Table 1 compares construction company performance to Indonesia's increasing construction industry.

Year	Number of construction companies	Company performance	
		ROA	Current rate
2013	131,080	0.060	1,489
2014	129,819	0.048	1,446
2015	134,029	0.039	1,405
2016	142,852	0.026	1,406
2017	155,833	0.029	1,425
2018	160,576	0.018	1,390

Source: Office for National Statistics (2019)

Table 1. The number of companies and its performance

This problem is concerning due to the fact that the building industry in Indonesia has emerged as one of the primary contributors to the country's ongoing economic development. According to Ministry of Public Works and Public Housing (2017), the construction industry was the fourth largest contributor to the nation's GDP in 2018, with 10.38 percent. This placed it behind only the industries of trade, agriculture, and industry. This supports the need to improve the production value and productivity of Indonesian construction firms, with a primary emphasis on either cutting costs or improving efficiency, in addition to increasing either production or efficiency.

The slowdown in Indonesia's construction industry can be related to project management, organizational structure, competitive strategy, delivery, marketing, technical capacity, technology, and finance (Lu et al., 2018). Companies that focus on nation-building are frequently unable to compete successfully with multinational corporations. In the period from 2017 to 2019, there were 37,000 private contracting businesses that went bankrupt due to financial difficulties and terminated operations (Jannah, 2019). This is as a result of unsound economic conditions, intense rivalry on a worldwide scale, and stagnation in technical advancement.

To be able to adjust to these conditions of increased competition, businesses need to have a competitive advantage, which can come in the form of cost savings, a distinctive company identity, or specific goals. These benefits are attainable with the help of a strong portfolio, an inventive design, and information concerning project proposals (Polat, 2010). Tarabieh (2016) argues that adaptability is needed to show a solid link between a company's competitive advantage and its success. On the other hand, Kumar and Kaur (2016) have opposing views, and they believe that the two elements do not have a major impact on one another. Nevertheless, there are signs that the company's competitive advantage affects its success.

To compete, businesses must have a strong marketing strategy, a strong performance portfolio, extensive contact, and a flexible financial strategy (Horta & Camanho, 2013). BUMN Karya's dominance in government and BOOMN projects has increased rivalry. According to the Indonesian Chamber of Commerce and Industry, 37,000 local private contractors suspended operations on 2014 until 2018. Because of state-owned enterprise synergy, BUMN and its branches control construction projects positive impact on a product's competitive

(Baderi, 2019).

Products, competencies, work methods, planning, and important projects establish trust. This method is called customer relationship management (CRM). Then, eCRM may help companies collect and analyze consumer model data, forecast customer behavior, construct predictive models to make decisions, and respond rapidly to complaints and information requests. (Sinisalo et al., 2005). In order to encourage customers to consistently use the services or products, the use of such technology can help create the best possible interaction between the business and the customer (Fjermestad & romano, 2003). Companies can compete in the market because of eCRM capabilities (Ab Hamid, 2005). Furthermore, eCRM can also improve consumer awareness of premium services, current items, and company-owned products (Chaffey, 2009). If the two actors are linked, the execution of eCRM is projected to boost value for businesses and customers (South & Lee, 2010).

According to Fazlzadeh, Ghadari, Khodadadi, and Nezhad (2011), CRM can help to develop the performance of a company. Coltman, Devinney, and Midgley all support the correlation between these two variables (2011). But, Siregar (2016) found that CRM doesn't affect Indonesian banking performance. The data shows CRM research gaps and its relevance to business outcomes.

Product innovation is also important in business competition. Companies in Indonesia, on the other hand, tend to innovate less. The 2019 Global Innovation Index, INSEAD, and WIPO rank Indonesia 85th out of 129 countries, second lowest in ASEAN. Product innovation is a critical variable in this study, which seeks relevance as a meaningful contribution. According to (Rutherford & Zaman, 2017), product innovation can have a significant and advantage. Meanwhile, Lii and Kuo

(2016) argue that to reach performance developing, innovation is required. But Shouyu (2017) said that innovation doesn't always make a business more efficient because there are times when employees don't want to change. This means that innovation could slow down and damage the company.

Individuals with a negative culture and attitude can threaten project success. Furthermore, cultural differences can lead to communication breakdowns, limiting the team's ability to meet project objectives. (2011) Tjihuis Nguyen and Watanabe (2017) emphasize the organization of the educational project as well as the company's performance. Changes in an organization's learning can have a substantial impact on its performance. However, more research on organizational learning and financial outcomes is required because the correlation between the two variables is inconclusive (Ali, Said, Abdullah, & Daud, 2017), Petrakis et al., (2015) asserts that the impact of organizational learning on the competitive advantage of companies is substantial, where this learning has become a tool in response to the 2008–2013 economic downturn in Europe. Meanwhile, Djajaatmadja & Anggadwita (2018) discovered that institutional learning received the highest ratings for contributing to the improvement of the competitive advantage of firm.

Competition in the construction industry empower project innovation. A project's organizational culture should be considered because it is related to the company's future (Rosabeth, 1977). Meanwhile, organizational learning is required to avoid potential conflicts that can immediately destroy society (Flamholtz/Randle, 2011).

The creative culture of an individual can be supported by this institutional learning as well. Individual creativity has the power to influence the overall culture performance. This is reinforced by

of creativity in groups and organizations (Erez &Nouri, 2010). However, when there are numerous people present with diverse backgrounds, possible conflicts can also occur and have a negative impact on a project's success (Tjihuis, 2019). In order to manage innovation and project performance generally, reduce conflict, enhance the quality of deliverables, and manage learning, learning project companies need good governance (Ankrah &langford, 2005).

Furthermore, it is important to realize that changes outside the organization can also have a negative impact on the operation of the business. According to Hana (2013), every business should strive to outperform rivals, draw in new clients, and keep hold of its current clientele. The company's capabilities, according to Chukwuemeka & Onuoha (2018), also influence its competitive advantage. According to Aguirre (2011), dynamism and a competitive advantage are essential for a company to survive. Dynamic possibilities and competitive advantages go hand in hand because they serve as the cornerstone for how businesses respond to the market.

In-depth empirical studies exploring the precise relationship between the two ideas are still inadequate, especially when it comes to regulating Nigerian company, despite good research efforts to evaluate the relationship between dynamism and competitive advantage. As a result, field observations of numerous study papers were made (Ogunkoya, Hassan, & Shobayo, 2014). This provides a research gap, making this variable interesting to research.

Additionally, this demonstrated how the company's dynamic skills have a favorable and significant impact on competitive advantages and performance. It implies that current resources must be well managed because it may provide competitive advantages that have an impact on the company's overall Kristinawati & Tjakraatmadj (2018), who

said that knowledge management is insufficient on its own and that organizations also need to be dynamic in order to adapt and boost performance. This study aims to comprehend how dynamic abilities, project innovation, project organization learning, and electronic customer relationship management effect a company's performance by facilitating a competitive edge.

2. TINJAUAN PUSTAKA

E-CRM

Kogler and Armstrong (2008) say that CRM is the procedures of establishing and keeping profitable relationships with customers by giving them value and making them happy. CRM changed into eCRM in the mid-1990s. eCRM is an electronic version of CRM that uses online business processes and data. Sutedjo and Philip say that eCRM is used by companies to manage their relationships with customers over the Internet.

Product Innovation

Product innovation means making a new product or improving an existing one with new features and functions that the current product doesn't have. Product innovation is looked at from both inside and outside the company, based on what customers want. Customers get new features, designs, and functions from innovative products, which is a big deal (Khin, Ahmad & Ramayah, 2020). The company keeps coming up with new products to give itself an edge over the competition.

Competitive advantage

A company has a competitive advantage if it does things better than the competitors. According to Porter (2015), companies can gain a competitive edge through cost advantage, differentiation, or focus. A company has cost advantage when it has the lowest prices while has a significant positive impact on

maintaining quality.

Company performance

Operational and financial results of a company are part of its performance, which is a measure of how well it works. In this case, customer satisfaction is a clear result (from the customers' and other interested parties' points of view) and becomes a part of how well the company is doing. In today's highly competitive business world, companies also have to look out for their customers' interests for long-term (Sudhahar et al., 2006).

Value chain

According to Porter's analysis in David (2011), the business of a company can be represented as a "value chain," in which the total revenue of the company is equaled by subtracting the total cost of everything that is done to produce and sell products or services that add value from the total revenue of the company. When income exceeds costs, a business makes a profit.

Hypothesis construction

- H1. Electronic customer relationship management has a significant positive impact on competitive advantage
- H2. Project innovation has a significant positive impact on competitive advantage
- H3. Competitive advantage has a significant positive impact on business performance
- H4. Electronic customer relationship management has a significant positive impact on the performance of the company
- H5. Project innovation has a significant positive impact on the performance of the company
- H6. Learn how to organize a project that competitive advantage

- H7. Dynamic capacity has a significant positive impact on competitive advantage
- H8. The study of the project organization has a significant positive impact on the performance of the enterprise
- H9. Dynamism has a significant positive impact on business performance.

H10.

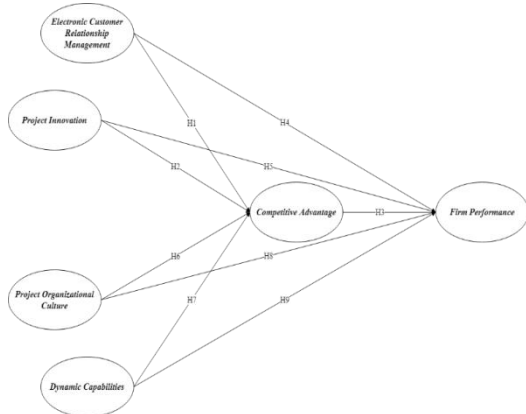


Figure 4. Model of Research

Table 2. Dimensions and indicators of the studied variables

Variable	Dimension	Indicators / Factors	Consult
Electronic Customer Relationship Management (Endogenous 1)	<i>Information quality</i>	<i>Meaning</i>	Russel, Tawiah, & Zoya (2006)
	<i>Efficient customer service</i>	<i>Completeness</i>	
Project Innovation (Endogenous 2)	<i>Easy navigation</i>	<i>Cautious</i>	
	<i>Innovative design in projects / products</i>	<i>Always</i>	
	<i>Innovative processes</i>	Consider new project suggestions Proposal for an eco-friendly project	
	<i>Contract renewals for</i>	New development technologies Project monitoring is done with technology. Renew employment	

3. METODE PELAKSANAAN

The study uses online surveys of Indonesian construction firms. People in the study must have been in business at least two years, won a competition, use a big data-based eCRM system, and be willing to be tested. "Stratified random selection" takes population size into account so each factor has an equal chance of being chosen. Company size determines the seven levels of research. There are both small and big businesses. Also, this study used a Likert scale that went from "Strongly Disagree" (1) to "Strongly Agree" (5). (6). Panel discussions, questionnaires, and in-depth interviews are also used in the study to collect and verify data.

<i>organizations</i>	agreements with more adaptable partners The labor contract is legally binding	
<i>Financial turnover innovations</i>	Implementation of the draft financial statements based on the definition Financial statements are presented in an open and transparent manner	
Culture of Organizational Projects (Endogenous 3)		
Alignment and dependencies of Project Goals	Every worker is held accountable to the company's well-defined objectives The tasks and obligations listed in the company's SOP are understood by the staff	Nguyen and Watanabe (film)
Artist name	The company agrees to meet contract standards The company is devoted to completing its work according to the project's set schedule and budget	
Cooperative mindset	Cooperation between employees and areas of the enterprise oriented toward goal achievement Excellent collaboration with other project partners/companies	

Consolidation mindset	Internal support is provided by supervisory superiors at the company Give assistance in the area of free speech
Employee orientation	Employees are given priority by companies, which is demonstrated by the provision of incentives Training is provided for employees as part of the company's dedication to them
<i>Dynamic options</i>	
(Endogenous 4)	
Sensor options	Industry-related changes (competition, technology, regulations) can impact business continuity The company is able to recognize and prepare for changes in the market that are suitable for the requirements of its customers
Learning ability	External sources of knowledge regarding technology and market trends are absorbed by the organization and serve as the basis for the creation of new ideas Parallel learning initiatives in other

		fields or professions to address similar issues	
	Configuration change options	The business can generate and obtain fresh external and internal information that matches problems and seize opportunities The company can develop and adopt innovative procedures and techniques for performance enhancement	
<i>Competitive advantage</i> (exogenous 1)	Capacity for economic and financial support	The cost of the product/project is lower than the competitor with the same product/project requirements, increasing the competitive advantage The concept offers users a cheaper and easier payment platform	Hannah (2016)
	Ability to create strategic products	It is tough for competitors to duplicate the product's unique qualities The company provides higher-quality products than its competitors	
	Technological and process capabilities	Modern technological equipment is utilized in the construction of	

		projects to enhance competitive advantages Modern technology was used to make the company's buildings	
	Organizational skills	In comparison to competitors, the company launching new products rapidly The company and its employees collaborate well and responsibly	
<i>Company performance</i> (Exogenous 2)	Financial results	Our company can achieve profitable goals Our company can achieve target revenue growth rate	Beautiful, (2013)
	Performance in operations	Our company can achieve target market share Our company can meet the needs of customers	

4. HASIL DAN PEMBAHASAN Convergent validity check

Applying convergent validity tests to determine a design's (indicator's) deviation rate. The CFA test evaluates each indicator's load factor. Each indicator will

display a valid result. Invalid results should eliminate the indicator. If the CR value is greater than 1.96 and the standard or estimated load factor is greater than 0.5, the indicators are CFA-eligible.

Table 3. Validate the convergence of E-CRM variables

			Guess	ONE	CR	P	Mark
X1.10	<--	X1	1,000				Legitimate
X1.9	<--	X1	, 850	, 198	4,284	***	Legitimate
X1.8	<--	X1	, 748	, 190	3,937	***	Legitimate
X1.7	<--	X1	, 915	, 187	4,896	***	Legitimate
X1.6	<--	X1	, 903	, 218	4,152	***	Legitimate
X1.5	<--	X1	, 994	, 231	4,307	***	Legitimate

X1.4	<--	X1	, 780	, 182	4,292	***	Legitimate
X1.3	<--	X1	1,016	, 213	4,775	***	Legitimate
X1.2	<--	X1	, 701	, 172	4,081	***	Legitimate
X1.1	<--	X1	, 861	, 202	4,252	***	Legitimate

All E-CRM metrics have CR values above 1.96 and an estimated standard value above 0.5, so it's feasible. All load factor and potency indicators have convergent validity.

Table 4 below describes the findings of the validation factor analysis (CFA) of the Project Innovation variable:

Table 4. Validate project innovations' variable convergence

			Guess	ONE	CR	P	Mark
X2.12	<---	X2 (Dalam Bahasa Inggris)	1,000				Legitimate
X2.11	<---	X2 (Dalam Bahasa Inggris)	, 975	, 096	10,109	***	Legitimate
X2.10	<---	X2 (Dalam Bahasa Inggris)	, 927	, 096	9,627	***	Legitimate
X2.9.	<---	X2 (Dalam Bahasa Inggris)	, 892	, 120	7,450	***	Legitimate
X2.8	<---	X2 (Dalam Bahasa Inggris)	, 869	, 094	9,197	***	Legitimate
X2.7	<---	X2 (Dalam Bahasa Inggris)	1,174	, 119	9,846	***	Legitimate
X2.6	<---	X2 (Dalam Bahasa Inggris)	, 815	, 098	8,288	***	Legitimate
X2.5	<---	X2 (Dalam Bahasa Inggris)	1,100	, 115	9,604	***	Legitimate
X2.4	<---	X2 (Dalam Bahasa Inggris)	, 786	, 112	7,038	***	Legitimate
X2.3	<---	X2 (Dalam Bahasa Inggris)	, 864	, 105	8,236	***	Legitimate

X2.2	<---	X2 (Dalam Bahasa Inggris)	, 925	, 130	7,135	***	Legitimate
X2.1 .	<---	X2 (Dalam Bahasa Inggris)	, 833	, 114	7,330	***	Legitimate

It is possible to deduce, based on the findings of the CFA test on the variables related to the Project Innovation variable, that this test is an extremely viable option for measuring the Project Innovation variable. This is because all of the indicators in the Project Innovation variable have a CR value that is greater than 1.96 (CR > 1.96) and an estimated standard

value that is greater than 0.5. This demonstrates that there is convergent validity in all signs of changing load factor values and high potency values. The findings of the validation factor analysis (CFA) performed on the variable representing the Organizational Culture Project are summarized in the table that can be found below.

Table 5. Convergent validity of project culture variables

			Guess	ONE	CR	P	Mark
X3.14	<--	X3	1,000				Legitimate
X3.13 (Bahasa Inggris Dam)	<--	X3	, 833	, 076	11,012	***	Legitimate
X3.12 (Bahasa Inggris Dam)	<--	X3	, 741	, 084	8,844	***	Legitimate
X3.11	<--	X3	, 736	, 085	8,693	***	Legitimate
X3.10	<--	X3	, 722	, 080	9,054	***	Legitimate
X3.9	<--	X3	, 949	, 093	10,242	***	Legitimate
X3.8	<--	X3	1,080	, 084	12,911	***	Legitimate
X3.7	<--	X3	, 875	, 076	11,466	***	Legitimate
X3.6	<--	X3	, 828	, 098	8,429	***	Legitimate
X3.5	<--	X3	, 733	, 090	8,185	***	Legitimate
X3.4	<--	X3	, 734	, 087	8,400	***	Legitimate
X3.3	<--	X3	, 586	, 069	8,473	***	Legitimate
X3.2	<--	X3	, 707	, 084	8,416	***	Legitimate
X3.1.	<--	X3	, 676	, 073	9,221	***	Legitimate

The organizational culture variable of the project may be measured based on the CFA test results, which demonstrate that all indicators have a CR value above

1.96 and a standard estimated value above 0.5. So, there is convergent validity for all indications of high potency values and variable load factor values.

The table below summarizes the results of the competitive advantage variable's validation factor analysis (CFA):

Table 6. Competitive advantage of variable convergence validity test

	Guess	ONE	CR	P	Mark	
M1.10	<---	M	1,000		Legitimate	
M1.9	<---	M	, 676	, 138	4,909 ***	Legitimate
M1.8	<---	M	, 863	, 150	5,765 ***	Legitimate
M1.7	<---	M	, 675	, 135	5,015 ***	Legitimate
M1.6	<---	M	, 603	, 120	5,021 ***	Legitimate
M1.5	<---	M	1,017	, 172	5,901 ***	Legitimate
M1.4	<---	M	, 818	, 133	6,156 ***	Legitimate
M1.3	<---	M	, 861	, 153	5,639 ***	Legitimate
M1.2	<---	M	, 603	, 131	4,598 ***	Legitimate
M1.1	<---	M	, 651	, 139	4,684 ***	Legitimate

The CFA test for Competitive Advantage variables shows that all indicators have a CR value larger than 1.96 and an estimated value of more than 0.5, hence quantifying variable advantages is viable. All variable load element and high potency indications are convergent.

Descriptive analysis of variables

The research's methodology revealed that nearly every respondent who responded to some degree agreed with the ECRM question. This was expected because our respondents employed ECRM

solutions based on big data and were aware of how important it was to use it to improve the company's success. Additionally, they emphasize the significance of project innovation, the project's organizational culture, and competitive advantages.

ECRM Variables

The following is a picture of the respondent's response based on the respondent's response to questionnaires related to ECRM variables.

Table 7. Variable frequency distribution

Indicators	SD		D		Working documents of commission staff		SWA		And		With		Way
	F	%	F	%	F	%	F	%	F	%	F	%	
X1.1	1	0 %	3	9 %	5	1%	1	42 %	1	42 %	2	6 %	4,33
			1	1 %			4	6 %	4	7 %	0	0 %	
X1.2	0	0 %	2	6 %	25	7%	1	51 %	1	35 %	5	1 %	4,19
			0	0 %			7	7 %	2	3 %		0 %	
X1.3	0	0 %	2	6 %	23	7%	9	28 %	1	47 %	4	13 %	4,54

		%	0	%			8	%	6	%	4	%	
									5				
X1.4	0	0	1	4	21	6%	1	40	1	44	2	6	4,42
		%	4	%			4	%	5	%	2	%	
							0		3				
X1.5	0	0	3	10	12	3%	8	25	1	48	4	13	4,50
		%	6	%			8	%	6	%	5	%	
									9				
X1.6	0	0	2	7	33	9%	1	30	1	43	4	11	4,42
		%	4	%			0	%	4	%	0	%	
							4		9				
X1.7	0	0	2	7	11	3%	1	46	1	41	9	3	4,29
		%	5	%			6	%	4	%		%	
							0		5				
X1.8	1	0	2	6	28	8%	1	49	1	32	1	5	4,21
		%	1	%			7	%	1	%	7	%	
							1		2				
X1.9	0	0	2	8	33	9%	1	47	1	31	1	5	4,15
		%	8	%			6	%	0	%	7	%	
							3		9				
X1.10	0	0	2	7	39	11%	1	38	1	34	3	10	4,29
		%	4	%			3	%	2	%	5	%	
							2		0				
Way													4,34

Record. SD = strongly disagree, D = disagree, SWD = disagree somewhat, SWA = disagree somewhat, SWA = slightly agree and = agree, SA = definitely agree

The ECRM variable has 10 entries, as can be seen from the table above. The third item, which had a value of 4.54, had the highest average rating.

received the lowest equation or level 9, yet the average value derived from the 10 items of the eCRM variable is 4.34.

The item with a value of 4.15

Table 8. Distribution of transformative project in innovation projects

Indicators	SD		D		Working documents of commission staff		SWA		And		With		Way
	F	%	F	%	F	%	F	%	F	%	F	%	
X2.1	0	0	0	0	0	0%	1	31	1	57	4	12	4,80
		%		%			1	%	9	%	1	%	
							0		9				
X2.2	2	1	0	0	6	2%	1	47	1	50	3	1	4,49
		%		%			6	%	7	%		%	
							3		6				

X2.3	0	0	0	0	0	0%	6	20	2	64	5	16	4,96
		%		%			9	%	2	%	6	%	
									5				
X2.4	0	0	2	1	2	1%	2	57	1	41	4	1	4,41
		%		%			0	%	4	%		%	
							0		2				
X2.5	2	1	0	0	7	2%	2	7	2	76	5	14	5,01
		%		%			6	%	6	%	0	%	
									5				
X2.6	0	0	2	1	0	0%	6	19	2	77	1	3	4,83
		%		%			6	%	7	%	2	%	
									0				
X2.7	0	0	0	0	15	4%	3	9	2	69	6	17	4,99
		%		%			3	%	4	%	1	%	
									1				
X2.8	0	0	0	0	0	0%	3	9	2	70	7	21	5,12
		%		%			1	%	4	%	3	%	
									6				
X2.9.	0	0	2	1	8	2%	1	55	1	39	9	3	4,41
		%		%			9	%	3	%		%	
							3		8				
X2.1	0	0	0	0	5	1%	3	11	2	77	3	10	4,97
0		%		%			8	%	7	%	6	%	
									1				
X2.1	0	0	0	0	7	2%	2	8	2	77	4	13	5,01
1		%		%			8	%	6	%	7	%	
									8				
X2.1	0	0	0	0	18	5%	1	29	2	61	2	6	4,67
2		%		%			0	%	1	%	0	%	
							0		2				
Way													4,81

Record. SD = strongly disagree, d = disagree, SWD = disagree somewhat, SWA = disagree somewhat, SWA = slightly agree and = agree, SA = definitely agree

The Project Innovation transformation consists of 12 components, as illustrated in the table. Paragraph 8 had the highest average rating and average value at 5.12. 4

and 9 had the lowest average scores, 4.41. A cumulative average of 4.81 was obtained from the 12 innovative project transformative components.

Table 9. Distribution of Project Variables

Indicators	SD		D		Working documents of commission staff		SWA		And		With		Way
	F	%	F	%	F	%	F	%	F	%	F	%	

X3.1.	0	0	0	0	0	0%	3	9	2	6	9	2	5,
	%		%				3	%	2	3	7	8	1
									0	%		%	8
X3.2	0	0	0	0	0	0%	5	1	2	7	3	1	4,
	%		%				8	7	5	3	6	0	9
								%	6	%		%	4
X3.3	0	0	0	0	5	1%	2	6	2	8	3	9	5,
	%		%				0	%	9	3	3	%	0
									2	%			1
X3.4	0	0	0	0	0	0%	8	2	2	7	1	5	4,
	%		%				0	3	5	2	8	%	8
								%	2	%			2
X3.5	0	0	0	0	0	0%	1	4	1	4	2	6	4,
	%		%				5	5	7	9	2	%	6
							6	%	2	%			2
X3.6	1	0	3	1	0	0%	1	5	1	3	3	9	4,
	%		%				9	5	2	5	1	%	5
							4	%	1	%			0
X3.7	0	0	0	0	4	1%	3	1	2	5	1	3	5,
	%		%				9	1	0	7	0	0	1
								%	1	%	6	%	7
X3.8	0	0	0	0	0	0%	8	2	1	4	1	3	5,
	%		%				9	5	4	2	1	3	0
								%	7	%	4	%	7
X3.9	2	1	0	0	3	1%	4	1	1	4	1	3	5,
	%		%				8	4	7	9	2	5	1
								%	3	%	4	%	8
X3.10	0	0	0	0	9	3%	1	4	2	6	1	2	5,
	%		%				4	%	2	5	0	9	1
									7	%	0	%	9
X3.11	0	0	0	0	5	1%	3	9	2	6	7	2	5,
	%		%				1	%	3	8	5	1	1
									9	%		%	0
X3.12 (Bahasa Inggris Dam)	0	0	0	0	0	0%	5	1	2	6	7	2	5,
	%		%				4	5	2	5	0	0	0
								%	6	%		%	5
X3.13 (Bahasa Inggris Dam)	0	0	0	0	0	0%	4	1	1	5	1	3	5,1
	%		%				9	4	9	6	0	0	6
								%	7	%	4	%	
X3.14	0	0	0	0	0	0%	8	2	1	4	1	3	5,0
	%		%				7	5	4	3	1	3	8
								%	9	%	4	%	

Way	5,00
-----	------

Record. SD = strongly disagree, d = disagree, SWD = disagree somewhat, SWA = disagree somewhat, SVA = slightly agree and = agree, SA = definitely agree

According to the above table, there are 14 characteristics that make up the organizational culture of the project variable, with the 10th indicator having the highest average value of 5.19. The sixth paragraph, with an

average score of 4, 550, obtained the lowest average value of the organizational culture variable project for the indicator. While 5.00 is displayed throughout all 14 variables of the corporate culture project.

Table 10 Distribution of dynamic options variable

Indicators	STS		TS		ATS		BECAUSE		With		β		Way
	F	%	F	%	F	%	F	%	F	%	F	%	
X4.1	0	0%	5	1%	5	1%	42	12%	23	66%	6	19%	5,00
X4.2	0	0%	0	0%	1	3%	52	15%	25	74%	2	8%	4,88
X4.3	0	0%	0	0%	1	0%	47	13%	23	66%	7	20%	5,06
X4.4	2	1%	8	2%	1	3%	33	9%	23	66%	6	19%	4,94
X4.5	0	0%	0	0%	0	0%	15	44%	16	47%	3	9%	4,64
X4.6	0	0%	0	0%	5	1%	42	12%	25	73%	4	14%	4,99
X4.7	0	0%	0	0%	1	3%	43	12%	23	68%	5	17%	4,99
X4.8	0	0%	0	0%	1	0%	10	29%	23	67%	1	4%	4,75
X4.9	0	0%	0	0%	1	3%	29	8%	23	67%	7	22%	5,08
X4.10	0	0%	5	1%	0	0%	71	20%	22	63%	5	15%	4,90
Way													4,92

Record. SD = strongly disagree, d = disagree, SWD = disagree somewhat, SWA = disagree somewhat, SVA = slightly agree and = agree, SA = definitely agree

According to the table, the ninth paragraph has a maximum average value of 5.08 and 10 signals of dynamic ability. Paragraph 5 has the

lowest dynamic average at 4.64. All ten dynamic connection indicators currently display 4.92.

Table 11. Distribution of company performance variables

Indicators	SD		D		Working documents of commission staff		SWA		And		With		Way
	F	%	F	%	F	%	F	%	F	%	F	%	
M1.1	0	0%	4	12%	10	3%	1	43%	1	33%	3	9%	4,25
			1				5		1		3		
							1		5				
M1.2	0	0%	3	9%	26	7%	1	53%	7	23%	2	8%	4,15
			0				8		9		9		
							6						
M1.3	0	0%	5	17%	20	6%	1	41%	1	30%	2	6%	4,03
			8				4		0		1		
							5		6				
M1.4	0	0%	1	3%	22	6%	1	45%	1	29%	5	16%	4,49
			0				5		0		6		
							9		3				
M1.5	0	0%	7	22%	21	6%	1	40%	7	22%	3	9%	3,91
			8				4		8		3		
							0						
M1.6	0	0%	1	3%	28	8%	5	17%	2	61%	3	11%	4,68
			2				8		1		8		
									4				
M1.7	0	0%	1	5%	22	6%	8	23%	1	48%	6	18%	4,66
			9				0		6		2		
									7				
M1.8	0	0%	6	18%	12	3%	1	53%	6	19%	2	7%	3,92
			3				8		5		3		
							7						
M1.9	0	0%	1	5%	15	4%	1	39%	1	35%	5	17%	4,54
			7				3		2		8		
							8		2				
M1.10	0	0%	3	11%	26	7%	1	39%	9	27%	5	16%	4,30
			8				3		4		7		
							5						
Way													4,29

Record. SD = strongly disagree, d = disagree, SWD = disagree somewhat, SWA = disagree somewhat, SWA = slightly agree and = agree, SA = definitely agree

As per table above, which averages 10 firm performance characteristics, the sixth paragraph has the greatest average (4.68). While paragraph 5's

average indicator value of 3.91 is the lowest of the company's performance metrics. The company's ten variable indicators all displayed 4.29 at the same time.

Table 12 Distribution of competitive advantages

Indicators	SD		D		Working documents of commission staff		SWA		And		With		Way
	F	%	F	%	F	%	F	%	F	%	F	%	
Class 1.1	0	0	3	11	5	1%	1	48	8	24	5	15	4,31
			9	%			6	%	5	%	4	%	
							7						
Class 1.2	0	0	4	14	1	0%	9	28	1	39	6	18	4,47
			9	%			9	%	3	%	3	%	
									8				
Class 1.3	0	0	3	9	10	3%	1	55	1	32	5	1	4,14
			2	%			9	%	1	%		%	
							1		2				
Class 1.4	0	0	1	5	11	3%	1	45	1	37	3	10	4,45
			6	%			5	%	2	%	5	%	
							9		9				
Class 1.5	0	0	3	9	9	3%	2	63	8	25	2	1	4,05
			1	%			2	%	6	%		%	
							2						
Class 1.6	0	0	5	1	14	4%	4	12	2	61	7	21	4,96
				%			3	%	1	%	3	%	
									5				
Way													4,40

Record. SD = strongly disagree, d = disagree, SWD = disagree somewhat, SWA = disagree somewhat, SWA = slightly agree and = agree, SA = definitely agree

As per table above, there are 6 indicators of computed factors of competitive advantage, and the sixth paragraph has an average maximum value of 4.96. Paragraph 5 has the lowest average competitive advantage value at 4.05. While the sum of the six indices of change for advanced competitive advancement is 4,940.

Evaluate the PREREQUISITES HERE.

Normality assessment

While multidimensional normality is tested using the critical value (C.R) of kurtosis, the normality test without renewal is determined using the critical value (C.R) of the slope. If CR is 2.58 at a threshold of 0.01, non-creative and multidimensional testing will be normal. Table below shows data normalization test results.

Table 13. General assessments

Variable	Minute	Max	Dishonest	c.r.	Bêh Kurtosis	c.r.
----------	--------	-----	-----------	------	--------------	------

Variable	Minute	Max	Dishonest	c.r.	Bêh Kurtosis	c.r.
Class 1.1	2,000	6,000	-,442	-,957	,039	,092
Class 1.2	2,000	6,000	-,828	-,852	,117	,272
Class 1.3	2,000	6,000	-,953	-1,434	,846	1,968
Class 1.4	2,000	6,000	-,528	-1,456	,700	1,630
Class 1.5	2,000	6,000	-1,009	-1,697	,684	1,920
Class 1.6	2,000	6,000	-1,144	-1,324	,606	1,134
M1.1	2,000	6,000	-,624	-1,906	,148	,344
M1.2	2,000	6,000	-,264	-1,228	,235	,548
M1.3	2,000	6,000	-,469	-1,184	-,463	-1,077
M1.4	2,000	6,000	-,263	-1,225	,034	,080
M1.5	2,000	6,000	-,129	-,602	-,994	-2,313
M1.6	2,000	6,000	-1,019	-,742	,850	1,978
M1.7	2,000	6,000	-,899	-,183	,560	1,303
M1.8	2,000	6,000	-,337	-1,569	-,451	-1,049
M1.9	2,000	6,000	-,422	-1,964	-,162	-,376
M1.10	2,000	6,000	-,353	-1,645	-,482	-1,122
X4.10	2,000	6,000	-,914	-1,257	,902	2,355
X4.9	3,000	6,000	-,749	-1,486	,780	1,143
X4.8	3,000	6,000	-,298	-1,385	-,003	-,007
X4.7	3,000	6,000	-,623	-1,902	,200	,793
X4.6	3,000	6,000	-,468	-2,179	,519	1,535
X4.5	4,000	6,000	,520	2,420	-,655	-1,525
X 4.4	1,000	6,000	-1,759	-2,187	,663	1,853
X4.3	3,000	6,000	-,213	-,993	,408	,948
X4.2	3,000	6,000	-,972	-2,525	1,128	1,952
X4.1	2,000	6,000	-1,276	-1,939	,983	1,271
X3.14	4,000	6,000	-,078	-,362	-1,280	-1,179

X3.13 (Bahasa Inggris Dam)	4,000	6,000	-,179	-,831	-,713	-1,659
X3.12 (Bahasa Inggris Dam)	2,000	6,000	-,755	-2,516	,771	1,285
X3.11	2,000	6,000	-1,082	-1,039	1,282	1,639
X3.10	3,000	6,000	-,865	-2,025	1,101	1,891
X3.9	1,000	6,000	-1,309	-2,092	1,606	1,721
X3.8	4,000	6,000	-,092	-,427	-1,299	-1,023
X3.7	3,000	6,000	-,518	-2,412	,428	,997
X3.6	1,000	6,000	-,310	-1,441	1,472	1,752
X3.5	2,000	6,000	-,409	-1,902	1,307	1,042
X3.4	2,000	6,000	-1,464	-1,817	,900	1,077
X3.3	3,000	6,000	-1,082	-2,035	1,150	1,659
X3.2	2,000	6,000	-1,054	-2,905	,763	1,430
X3.1.	4,000	6,000	-,093	-,434	-,408	-,949
X2.12	3,000	6,000	-,515	-2,395	,185	,431
X2.11	3,000	6,000	-,819	-1,813	1,089	1,189
X2.10	3,000	6,000	-,582	-1,709	1,096	1,245
X2.9.	2,000	6,000	-,334	-1,556	,634	1,119
X2.8	4,000	6,000	,077	,358	,302	,703
X2.7	3,000	6,000	-,817	-1,803	1,473	2,429
X2.6	2,000	6,000	-2,188	-1,182	1,451	2,469
X2.5	1,000	6,000	-2,097	-1,763	1,416	2,243
X2.4	2,000	6,000	-,504	-2,344	1,775	1,131
X2.3	4,000	6,000	,013	,059	-,172	-,400
X2.2	1,000	6,000	-1,637	-,619	1,235	1,511
X2.1 .	4,000	6,000	,200	,930	-,645	-1,502
X1.1	1,000	6,000	-1,002	-,663	1,048	1,905
X1.2	2,000	6,000	-,890	-1,142	,903	2,102
X1.3	2,000	6,000	-,794	-,697	,584	1,358

X1.4	2,000	6,000	-,695	-,235	,720	1,676
X1.5	2,000	6,000	-,924	-,300	,211	,491
X1.6	2,000	6,000	-,662	-1,080	-,061	-,142
X1.7	2,000	6,000	-1,069	-,975	,340	,119
X1.8	1,000	6,000	-,639	-,975	,921	2,143
X1.9	2,000	6,000	-,447	-,080	,183	,426
X1.10	2,000	6,000	-,446	-1,076	-,230	-,535
With a lot of variables					3,667	2,032

The CR Skewness value for iviriate-free normality is over 2.58 in the table above. A CR value of 2,032 was revealed by multidimensional tests, and this value qualifies as multidimensional data with a standard distribution. It can be concluded from the outcomes of this data that they satisfy the criteria for checking for normalcy. To ascertain whether the model being studied is appropriate, a fitness test model is used. Multiple match metrics for CMIN/DF (=3,297), GFI (=0.980), AGFI (=0.840), TLI (=0.851), CFI (=0.974), and RMSEA (=0.033) were tested in order to identify matches. The appropriate model can be used to condense the findings of the appropriate model investigation.

The findings of the fitness equipment reveal that the resultant limb square has a

value of 1977,521, which indicates that it does not match the requirements. Although these numbers are acceptable in moderation, additional analysis can be carried out when the GFI, AGFI, CFI, and RMSEA values are taken into account. If the conditions have been satisfactorily met, the analysis can proceed. The model used in this study largely satisfies the requirements for an acceptable model based on these findings.

Tests are run on the proposed hypothesis when a research hypothesis is being tested. With a 0.05 significance threshold, the T-value is applied to analyse hypotheses. The value of t in AMOS is the Fit model's critical rate (CR).

Table 14. The result is consistent with kindness

Corresponding test indicators	Result	Slice values	Information
Chi Square	1977,521	It is estimated to be small	Poor
Probability	0,059	Match (>0:05)	Appropriate
CMIN/Df	3,297	Niche (≤ 2)	Side matches
Card	0,9980	Match (≥ 0.9)	Appropriate
AGFI Technology	0.840	Match (≥ 0.9) Crossing the Edge ($0.8 \leq AGFI \leq 0.9$)	Side matches
Card	0,851	Matches (≥ 0.9)	Side matches
SPS	0,974	Matches (≥ 0.9)	Appropriate
RSMEA	0,033	Match (< 0.08)	Appropriate

If the shorts ratio (C.R) is greater than 1,967 or the probability value (p) is less than 0.05, Ho was rejected (the research

hypothesis was accepted). The following table shows how AMOS is processed across the entire model.

Table 15. Hypothesis testing

			Guess	S.E.	C.R.	P	Mark
Compete	<---	ECRM system	,709	,171	4,158	***	par_58
Compete	<---	Initiative	,232	,163	2,423	,025	par_59
Compete	<---	Culture	,316	,131	2,424	,015	par_60
Compete	<---	Dynamic	,414	,104	4,001	***	par_61
Performance	<---	Compete	,759	,420	4,140	***	par_62
Performance	<---	ECRM system	,533	,277	3,479	***	par_63
Performance	<---	Initiative	,670	,112	4,627	***	par_64
Performance	<---	Culture	,027	,162	,165	,869	par_65
Performance	<---	Dynamic	,373	,193	1,938	,053	par_66

The hypothesis tests explained in the following ways to emphasize the significance of hypothesis analysis: **ECRM's effect on competitive advantage** According to hypothesis 1, eCRM boosts competitive advantage. It is dependent on the study of a 4,158 CR value and a value of 0.000. P values less than 0.05 (0.000 0.05) and CR values over 1.96 (4 158> 1.96) demonstrate that ECRM significantly affects competitive advantage. A roughly positive value (0.709) denotes a favorable eCRM impact. The conclusion of the hypothesis test is that proposition 1 (H1) is true.

The effect of project innovation on gaining a competitive edge

The test results showed that project innovation boosts competitive advantage. The CR of 2.423 and P of 0.025 demonstrate this. CR values above 1.96 (2,423 > 1.96) and P values below 0.05 (0.025 0.05) were found to significantly affect the project's innovations' competitive advantage. An effect is shown by a positive approximate value (0.233), as the project's innovation is positive. Test results support H2.

The influence of the organizational

culture of the project on competitive advantages

Hypothesis 3 tests showed that organizational culture positively affects competitive advantage. This is shown by the CR value of 2.424 and the P value of 0.015. CR values above 1.96 and P.015 show that corporate culture affects competitive advantage. A positive value (0.316) implies that the project's culture is positive. The test findings approve H3.

The influence of dynamism on competitive advantage

According to the H4 test on the influence of dynamic capacity on competitive advantage, dynamic talents have a positive and significant effect on competitive advantage. The CR value of 4.01 and the value of 0.000 indicate this. Mobility affects competitive advantage if the CR is larger than 1.96 and the P-value is greater than 0.05. H4 passes the hypothesis test.

The impact of competitive advantage on the performance of the company

According to H5, competitive advantage boosts firm performance. The CR value of 4,140 and the value of 0.000

illustrate this. CR scores more than 1.96 (4,140>1.96) and P values larger than 0.05 (0.000 0.05) show a considerable effective competitive advantage. Positive number (0.759) suggests competitive advantage is beneficial. H5 passes the hypothesis test.

The impact of ECRM on the performance of the company

According to H6, eCRM boosts a company's performance. This is shown by CR=3.479 and P=0.000. Higher CR and P scores (3,479>1.96) suggest that eCRM affects the company's success. The positive result (0.533) means eCRM is effective. The test findings accepted H6.

The effect of project innovation on business performance

According to H7 test results, project innovation positively affects firm performance. 0.000 and 4.627 CR. CR scores more than 1.96 (4,627>1.96) and P values larger than 0.05 (0.000 0.05) suggest that project innovation influences corporate performance. The positive value (0.670) indicates that the project's innovation was successful. Therefore, H7 passes the hypothesis test.

The effect of the project's organizational culture on the performance of the business

According to H3 testing, the company's success is unaffected by the organizational culture project. The 0.165 and 0.869 CR numbers show this. Since $P > 0.05$ and $CR > 1.96$ (0.165 1.96), the project's organizational culture has no effect on business performance. Positive value (0.316) indicates a positive project culture. H8 failed the hypothesis test.

Dynamic capabilities' impact on a company's performance

Based on H9, dynamic abilities have a positive but small impact on firm performance. The 0.165 and 0.869 CR numbers show this. CR scores above 1.96 (0.165 1.96) and P values above 0.05 (0.869 > 0.05) indicate that dynamic

capabilities have no effect on business success. A result that is relatively positive (0.316), which indicates a prospective impact that could be caused by dynamic possibilities, is positive. The hypothesis test results showed H9 was false.

5. SIMPULAN

This study agrees with Polat (2010) and Basheer & Tarabieh (2011) about competitive advantages in the building projects. Additionally, the business must raise its value in order for potential buyers to see its success. Researchers discovered that to set a company apart from rivals and increase its chances of winning a competition, a business must strengthen its capacity to handle market challenges and adopt the newest innovations.

Along with competitive advantages, other factors examined in the study include project innovation, project organizational culture, and dynamic capabilities. Every element gives impact to Indonesian construction companies' comparative advantage. The organizational culture of the project was found to be unfavorable for rival companies by the researchers, but they hoped that it would have an impact on the company's performance and that it would also be important to optimize electronic customer ties as the company improved. Construction firms must be able to use technology to boost productivity and forge strong bonds with clients in this era of technology.

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