

Research Article

Strengthening Sustainable Competitiveness in Indonesia's Defense Industry

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Abstract: The purpose of this research is to examine and assess the impact of Innovation Organization Culture, Organizational Creativity, and Technology Acquisition Adaptability on Sustainable Competitive Advantage, with Organizational Commitment as a mediating factor, within the defense industry. Utilizing a quantitative methodology, this study draws upon primary data collected through questionnaires and interviews from a sample size of 400 respondents. Analysis of the data was conducted using AMOS software. The results indicate significant influences of Organizational Culture and Organizational Creativity on both Organizational Commitment and Sustainable Competitive Advantage. Additionally, Technology Acquisition Adaptability is found to significantly influence Organizational Commitment. Furthermore, Organizational Commitment is identified as a mediator in the relationship between Innovation Organization Culture, Organizational Creativity, Technology Acquisition Adaptability, and Sustainable Competitive Advantage. These findings offer valuable insights for the defense industry, highlighting the importance of fostering an innovative organizational culture and promoting organizational creativity. Furthermore, the adaptability in technology acquisition processes is crucial for enhancing organizational commitment, ultimately leading to sustainable competitive advantage within the industry.

Keywords: Innovation, Organization Culture, Organizational Commitment, Organizational Creativity, Sustainable Competitive Advantage, Technology Acquisition Adaptability.

I. INTRODUCTION

In the Defense Industry, resource-based strategic management is a discipline that regulates how business actors exploit the assets and competencies of businesses that allow them to provide above-average rates of return and long-term competitive advantage. This is based on the results of a Focus Group Discussion (FGD) conducted by the National Resilience Institute of the Republic of Indonesia (Lemhannas RI) through the Directorate of Defense Security and Geography Studies on September 20, 2022, with the title: "Building an Advanced, Strong, Independent and Competitive Defense Industry".

The results of the study indicate that of the four (4) weaknesses conveyed above; it is very clear that the stagnation experienced by the national defense industry at this time is due to the low level of Sustainable Competitive Advantage owned by each company, with the most insignificant technological advances to support national defense equipment, namely "The Indonesian defense industry ecosystem that has not shown the existence of a helix and supply chain in the Indonesian defense industry".

Resource-based strategic leadership is a discipline used in the defense industry that governs how business players take advantage of the assets and skills of organizations to produce above-average rates of return and long-term competitive advantage. Therefore, to achieve Sustainable Competitive Advantage, several factors must be considered Innovation Organization Culture, Organizational Creativity and Technology Acquisition Adaptability.

Innovation Organization Culture as an organizational investment will increase employee competence to achieve Sustainable Competitive Advantage (Lok & Crawford, 2004). This shows that every organization aims to achieve Sustainable Competitive Advantage (Mohelska & Sokolová, 2015). According to (Akanji et al., 2018), a dynamic Innovation Organization Culture helps management to understand the work environment and provide training to employees accordingly; in other words, Innovation Organization Culture plays an important role in maintaining competitive advantage in the internal business market (Owolabi, 2015). Therefore, employees with Innovation Organization Culture play a dominant role in achieving Sustainable Competitive Advantage.

The nature of Sustainable Competitive Advantage changes over time and adapts to environmental changes and companies must also follow the flow of these changes in order to survive. The latest competitive advantage that companies have utilized to survive is technology and information systems. Because it is easier to get it, nowadays, the real Sustainable



Competitive Advantage lies in Organizational Creativity.

The importance of Technology Acquisition Adaptability in the defense industry can be seen from various perspectives, including advanced weapons, communication systems and cybersecurity. In the context of advanced weapons, rapid technological changes encourage countries to continue developing more effective, accurate and sophisticated weapons. The ability to have superior and advanced weapons is one of the key factors in maintaining national security. Therefore, innovation in the design, production and use of weapons is essential for a country to remain competitive and address potential threats. Second, advanced communication systems are a key element of defense strategy. Rapid technological changes in the cyber world require the defense industry to remain ready to face these threats and maintain national security. (Rappert and Wright 2000), therefore, Technology Acquisition Adaptability has a significant impact on Sustainable Competitive Advantage.

Emphasizes the role of Innovation Organization Culture, Organizational Creativity and Technology Acquisition Adaptability in shaping the company's approach to Sustainable Competitive Advantage. Organizational commitment is a key aspect of running a business and is often shown to have the potential to have a major impact on its competitive advantage. This concept reflects the level of participation, loyalty and dedication of employees to the organization where they work. When employees feel emotionally engaged and committed to the company's vision and values, it can have a significant positive impact on productivity, innovation, and work quality. Employees who feel connected to their company tend to be more innovative in solving problems and valuable ideas and work more consistently to achieve common goals. Overall, organizational engagement creates a work environment that supports business growth, helps retain top talent, and ultimately strengthens its competitive position in the market (Rifai and Mardijuwono 2020).

The reason for choosing Organizational Commitment as a variable mediator is in accordance with Hamadamin and Atan (2019), Organizational Commitment is the best predictor of the relationship between organizational culture and strategic human resource practices. Empirically, several authors applying the resource-based view recognize the mediating role of Organizational Commitment in the adoption of strategic human resource practices of an organization.

The urgency and deep relevance of this topic in ensuring the defense industry can remain sustainable and effective in the face of future challenges. With a better understanding of the complex relationship between culture, Innovation Organization Culture, Organizational Creativity, Technology Acquisition Adaptability and Organizational Commitment, it is possible to design more effective strategies to enhance the competitiveness of the sector, safeguard national security and ensure global stability.

The practical implications for Indonesia's defense industry are enormous in the face of increasingly complex challenges in the global business environment. The limited research that provides specific recommendations for companies in the sector highlights the importance of focusing on applied research that can provide specific guidance. Defense companies should, therefore, invest in internal research and development and collaborate with academic and government institutions to fill this gap. This research provides a critical overview of how the defense industry can continue to adapt and evolve in changing circumstances and ensure that countries and organizations can maintain security and stability in today's complex world. Therefore, the purpose of this study is to analyze the effect of Organization Culture, Organizational Creativity, and Technology Acquisition Adaptability on Sustainable Competitive Advantage mediated by Organizational Commitment in the defense industry.

II. LITERATURE REVIEW

A) Strategic Management Theory

Strategic management is an organized approach to planning, implementing, and managing strategic actions taken by an organization to achieve its long-term goals. It involves identifying strategic objectives, analyzing the internal and external environment, and allocating resources to achieve those objectives. In the context of the defense industry, strategic management plays a key role in developing and maintaining competitive advantages in the production and development of defense equipment.

For application in the defense industry, the role of strategic management is to understand external factors such as government regulations, defense policies, technological advancements, industry competition, and global defense needs. For example: Analyzing new defense policies that may impact the demand and development of defense products. For internal environmental analysis: Assessing internal strengths and weaknesses such as technical expertise, financial resources, infrastructure, and production capacity. For example: Evaluating the technical capabilities required to produce advanced weapon systems and analyzing funding available for research and development. Building a vision, mission, and organizational goals entails creating a future image where the organization aims to be a leader in the defense industry with cutting-edge technology. Furthermore, the assignment of organizational goals involves producing and delivering reliable and effective defense solutions to military customers, with the aim of establishing long-term goals such as increasing market share,

developing new products, or improving production efficiency.

B) Resource-Based View Theory

Resource-Based View (RBV) explains the internal sources of Sustained Competitive Advantage (SCA). The main proposition of RBV is that for a company to achieve SCA, it must acquire and control resources and capabilities that are valuable, rare, inimitable, and unsubstitutable (VRIN), plus the company must have an organization that can absorb and apply them (J. Barney 1991). By putting plans into place that take advantage of internal strengths, respond to environmental opportunities while thwarting external dangers, and steer clear of internal weaknesses, businesses can achieve SCA. The majority of studies on sources of sustainable competitive advantage have concentrated on identifying possibilities and threats to the organization, outlining its advantages and disadvantages, or examining how these might be aligned with particular strategies.

Although both internal analysis of organizational strengths and weaknesses and external analysis of opportunities and threats have been frequently discussed in management literature, subsequent research tends to focus on analyzing company opportunities and threats in its competitive environment (Arif 2021). Company resources (J.B. Barney, Ketchen, and Wright 2021) encompass all assets, capabilities, organizational processes, company attributes, information, knowledge, and others controlled by the company, enabling it to understand and apply strategies to enhance its resource efficiency and effectiveness. Company resources are a force that must be understood and applied by the company in strategy implementation.

When a business employs a value-generation approach that neither its present nor its future rivals are concurrently implementing, it is considered to have a competitive advantage. When a business employs a value creation approach that neither its present nor its future rivals will be able to adopt concurrently, and when other businesses are unable to duplicate or mimic the advantages of that strategy, the business is said to have a sustainable competitive advantage.

C) Organizational Innovation Culture

Organizations incorporate the term innovation into their vision, mission, and objective statements. The position of the chief innovative officer has become more common, and innovation centers have emerged on university campuses, leading to misconceptions about innovation, which can result in incorrect decision-making by individuals and organizations and represent potential reasons why some companies find innovation difficult to grasp (Kuratko, Covin, and Hornsby 2014).

Some experts associate innovation with dimensions of the product, market, process behavior, and innovation strategy. The commonality among these opinions is considering innovation as something new that leads to change (Melnyk et al. 2021).

Innovation Diffusion (Mora Cortez and Johnston 2019) defines diffusion as the process through which an innovation is communicated through specific channels over a certain period among members of a social system. Innovation is an idea, practice, or object perceived as new by some people, not necessarily by others, depending on how individuals or groups perceive the idea, practice, or object. Innovation diffusion is a process of spreading the adoption of new ideas or things in an effort to continuously change a society from one place to another, from one period to another, from one field to another, from a group of members of a social system.

D) Organizational Creativity

In the landscape of defense industry competition, creativity has emerged as a primary driver of innovation and resilience development. Creativity in the defense sector is not limited to artistic expression but also demonstrates proactive and strategic approaches to problem-solving, adaptability, and discovery. This includes the ability to generate new ideas, approaches, and technologies, often combining existing knowledge with new perspectives to design innovative solutions to complex challenges.

In the proposed interactive model, creativity serves as the foundation, creating fertile ground for innovative and breakthrough thinking. A culture that nurtures and values creativity in defense organizations will encourage employees to think beyond conventional boundaries, stimulating ideas that align with strategic goals. This innovative drive can lead to the development of advanced technologies, flexible processes, and new strategic approaches, thus enhancing overall industry competitiveness in a sustainable and forward-thinking manner.

Furthermore, in the defense industry, creativity often emerges at the intersection of various fields and multidisciplinary collaboration. The ability to leverage various fields, such as technology, engineering, behavioral science, and design, contributes to diverse ideas and information. Cross-functional collaboration and diversity of thought will further enhance the potential for innovative solutions. Innovative solutions, when effectively integrated into the organizational culture of the defense industry, will be a driving force in the adoption of adaptive technology. These solutions facilitate the rapid absorption of advanced technology and the transformation of concepts into actual products, thereby enhancing the industry's ability to adapt quickly to changes in threat landscapes, changes, and emerging opportunities. Therefore, creativity is an essential

element of this interconnected model, fostering an environment that nurtures ingenuity, encourages collaboration, and enables the defense industry to maintain its competitive advantage and sustainability in a dynamic global context.

E) Technology Acquisition Adaptability

According to (Robbins & Judge, 2016), organizational commitment is defined as a condition where an employee favors the organization and has the will and desire to maintain membership in a particular job, while high organizational commitment means favoring the organization and recruiting the individual.

According to the criteria given above, an individual's attitude or behavior toward a company in the sense of devotion and the accomplishment of the organization's vision, mission, values, and goals is referred to as organizational commitment. If a person demonstrates a strong willingness to work for the organization, a strong trust and acceptance of its goals and ideals, and a strong want to stay a member, they are said to have a high commitment to the organization.

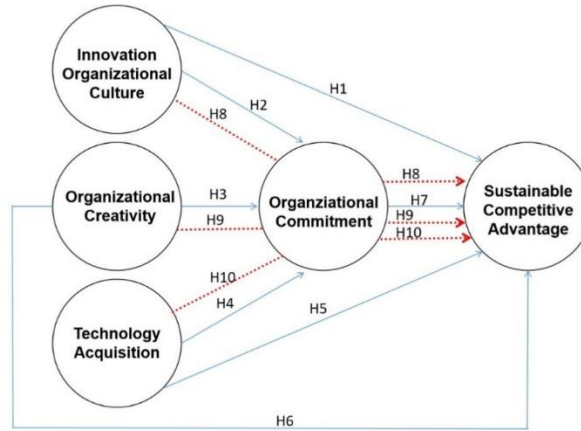


Fig. 1 Conceptual Framework

III. RESULTS AND DISCUSSION

A) Research Methodology

The research method uses a quantitative approach with the type of explanatory research, namely research that aims to analyze the relationships between one variable and another or how a variable affects another variable, explaining causal relationships or variables. Based on this situation, hypothesis testing in research using path analysis which is an extension of multiple regression analysis in order to predict the causal relationship between variables that have previously been determined based on theory. Data was gathered by a survey, namely with the use of a questionnaire as the primary data gathering tool. The objective is to gather data about a number of those who participated who are thought to be representative of a particular demographic. Structural Equation Modeling (SEM) analysis is used in this work. IBM SPSS AMOS 21 was the software utilized in this study. The information gathered will be used to assess the theoretical framework that is depicted on the path diagram.

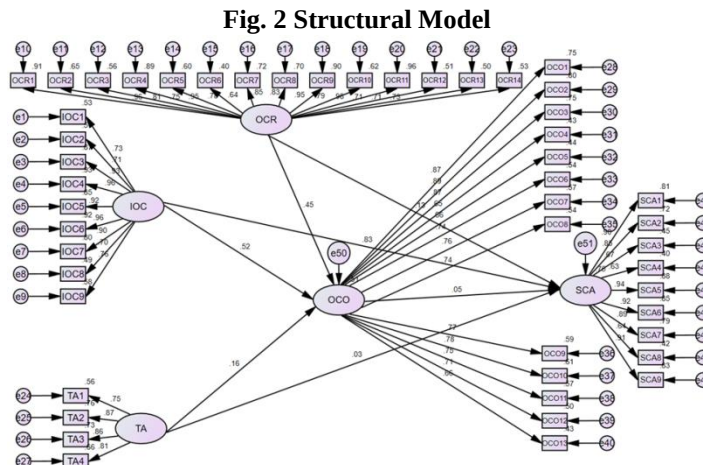


Table 1: Recapitulation of Hypothesis Test for Direct Effect

Hypothesis	Effect	Estimate	P-Value	Conclusion
H1	IOC -> SCA	0.829	0.000	Supported
H2	IOC -> OCO	0.524	0.000	Supported
H3	OCR -> SCA	0.125	0.000	Supported
H4	OCR -> OCO	0.453	0.000	Supported
H5	TA -> SCA	0.026	0.380	Not Supported
H6	TA -> OCO	0.158	0.000	Supported
H7	OCO -> SCA	0.047	0.248	Not Supported

1. The statistical test results show that Innovation Organizational Culture has a significant positive effect on Sustainable Competitive Advantage. This is consistent with the research (Thi et al., 2023) that looks at how innovation at the system and process levels is impacted by innovation at the strategy level. This type of innovation is thought to be a durable competitive advantage. This study demonstrates how creativity at the system and process levels is positively impacted by innovation at the strategic level, creating a sustained competitive advantage.

The study also highlights the importance of a culture of innovation to create a sustainable competitive advantage. (Naranjo-Valencia, Jiménez-Jiménez, and Sanz-Valle 2016) The authors suggest that organizations must foster a culture of innovation to create sustainable competitive advantage. Although this study does not specifically examine the effect of organizational innovation culture on sustainable competitive advantage, it provides evidence of the importance of innovation culture in creating sustainable competitive advantage.

2. The statistical test results show that Innovation Organizational Culture has a significant positive effect on Organizational Commitment. This is in line with research (Aboramadan et al. 2020) organizational innovation has a positive influence on organizational commitment.

3. The statistical test results show that Organizational Creativity has a significant positive effect on Sustainable Competitive Advantage. Research shows that organizational creativity has a positive influence on sustainable competitive advantage. According to (Elidemir, Oztüren, and Bayighomog 2020) examining, the relationship between innovative behavior, employee creativity, and sustainable competitive advantage is examined. This study shows that employee creativity has a positive impact on sustainable competitive advantage, and innovative behavior mediates this relationship.

4. The statistical test results show that Organizational Creativity has a significant positive effect on Organizational Commitment. A study published in the Journal of Management Development (Hou et al. 2011) found a positive relationship between organizational commitment and creativity based on a sample of 134 employees. This study also examined the effect of thinking styles on organizational commitment and creativity. It found that employees with creative thinking styles are more committed to their organizations and have a greater ability to engage in more creative activities.

5. The statistical test results show that Technology Acquisition has no significant effect on Sustainable Competitive Advantage. Research shows that the adaptability of technology acquisition has a positive influence on sustainable competitive advantage. An article published in the Harvard Business Review (Herrmann and Bucksch 2014) explains how sustainable competitive advantage no longer comes from location or resources but from four organizational capabilities that lead to rapid adaptation, including the ability to read and act on change signals. The article shows how leading companies use these four organizational capabilities to gain adaptive advantage and create sustainable competitive advantage.

6. The statistical test results show that Technology Acquisition has a significant positive effect on Organizational Commitment. Fostering technological adaptability in employees can result in higher organizational commitment. By providing tools and resources that allow employees to adapt to new technologies, organizations can create a culture of innovation and continuous learning, which can encourage higher satisfaction and engagement in the workplace. In addition, research published in the Journal of Management Development (Bratton 2006) shows that a decentralized organizational structure has a positive effect on adaptability in technology acquisition and sustainable competitive advantage. This suggests that organizations that encourage adaptability in technology acquisition can achieve sustainable competitive advantage, which may also result in greater organizational commitment. Additional research is needed to explore specific indicators of adaptive technology use that contribute to organizational commitment.

7. The statistical test results show that Organizational Commitment has no significant effect on Sustainable Competitive Advantage. Research shows that organizational commitment has a positive influence on sustainable competitive advantage. Based on research (X. Yang, Jin, and Zhao 2022) shows that organizational commitment has a positive impact on technology acquisition adaptability and sustainable competitive advantage, which leads to greater organizational commitment. According to (Hamadamin and Atan 2019) investigated the impact of strategic human resource management practices on the sustainability of competitive advantage, taking into account the moderation of human resource development and employee engagement. This study shows that organizational commitment has a linear and positive relationship with sustainable competitive advantage. This study provides evidence of a positive relationship between organizational commitment and sustainable competitive advantage, indicating that increasing employee organizational commitment can lead to sustainable competitive advantage.

Table 2: Recapitulation of Hypothesis Test for Indirect Effect

Hypothesis	Effect	Indirect Influence	t-Count	t-Table	Conclusion
H8	IOC -> OCO -> SCA	0.027	9.345	1.640	Supported
H9	OCR -> OCO -> SCA	0.023	9.561	1.640	Supported
H10	TA -> OCO -> SCA	0.010	3.798	1.640	Supported

8. The statistical test results show that the Innovation Organizational Culture mediated by Organizational Commitment has a significant effect on Sustainable Competitive Advantage. According to Hamadamin and Atan (2019), Organizational Commitment is the best predictor of the relationship between organizational culture and strategic human resource practices. Empirically, some authors applying the resource-based view acknowledge the mediating role of Organizational Commitment in the adoption of strategic human resource practices of an organization.

There is a positive relationship between organizational innovation culture and organizational commitment, which suggests that fostering a culture of innovation among employees can lead to greater organizational commitment, thereby increasing sustainable competitiveness.

9. The statistical test results show that Organizational Creativity mediated by Organizational Commitment has a significant effect on Sustainable Competitive Advantage. Research shows that organizational creativity mediated by organizational commitment affects sustainable competitiveness. A study published in the Journal of Management and Organization (Hou et al. 2011) examined the relationship between organizational commitment and creativity and found that affective commitment has a supportive effect on the relationship between perceived organizational support and creativity. Another study published in the Journal of Management Development (He et al. 2019) explored the relationship between innovative behavior, employee creativity, and sustainable competitive advantage, concluding that employee creativity has a positive impact on sustainable competitive advantage and that innovative behavior mediates this relationship. These studies provide evidence of a positive relationship between creativity mediated by organizational commitment and sustainable competitiveness, suggesting that fostering employee creativity can lead to greater organizational commitment, which can enhance sustainable competitiveness.

10. The statistical test results show that Organizational Creativity mediated by Technology Acquisition mediated by Organizational Commitment has a significant effect on Sustainable Competitive Advantage. Employee adaptability to technological adaptation can result in greater organizational commitment, which in turn can increase sustainable competitiveness. A study published in the Harvard Business Review (Herrmann and Bucksch 2014) explains how sustainable competitive advantage no longer comes from location or resources but from four organizational capabilities that lead to rapid adaptation, including the ability to read and act on change signals.

IV. CONCLUSION

The research on improving sustainable competitiveness in the Indonesian defense industry has made it possible to uncover a comprehensive picture of the factors affecting the competitiveness of this important sector. Statistical analysis of the data obtained provides important insights. It makes a valuable contribution to the understanding of how certain factors affect and can improve the competitiveness of the defense industry.

The results of this study make an invaluable contribution to the field of management, particularly the development of educational applications in the context of strategic management. The various research findings that show a significant positive relationship between innovation culture, organizational creativity, and organizational commitment can provide a solid foundation for designing and improving curricula and teaching methods.

The implications of these findings for Indonesian defense industry managers are significant. Knowing that an organization's culture of innovation and creativity has a significant positive impact on organizational commitment, leaders and managers in this field can take strategic steps to improve organizational competitiveness and performance.

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