The Influence of Social Capital, Collaborative Competence and Entrepreneurial Behavior to Sustainable Competitive Advantage

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Abstract — *The purpose of this study is to analyze the influence of social capital, collaborative competence and collaborative competence on sustainable competitive advantage. The Industrial Revolution 4.0 fundamentally resulted in a change in the way people think, live, and relate to one another. This era will disrupt various human activities in various fields, not only in the field of technology, but also other fields such as economic, social, and political. Industry 4.0 creates new industrial design principles such as simulation models, decentralized decision making, real-time ability to collect and analyze data, provide insights, adapt flexibility to change by reconfiguring individuals and improving service orientation. In a highly dynamic environment, companies need experience and are able to adapt to create a sustainable competitive advantage. This type of research is quantitative research using primary data. The data was obtained by spreading questionnaire questions directly to the public through Google forms. Respondents are micro small and medium enterprises in South Tangerang. The type of questionnaire used is a closed questionnaire. The sample selection procedure is carried out by convenience sampling technique. The study sample amounted to 52 respondents of MSME actors in South Tangerang. The analysis method used is multiple analysis with data processing using Smart-PLS applications. The results showed that social capital and collaborative competence variables had no effect on sustainable competitive advantage, while entrepreneurial behavior variables had an effect on sustainable competitive advantage.*

Keywords — *social capital; collaborative; entrepreneurial; sustainable competitive advantage*

I. INTRODUCTION

The Industrial Revolution 4.0 fundamentally resulted in a change in the way people think, live, and relate to one another. This era will disrupt various human activities in various fields, not only in the field of technology, but also other fields such as economic, social, and political. Industry 4.0 creates new industry design principles such as simulation models, decentralized decision making, real-time ability to collect and analyze data, provide insights, adapt flexibility to change by reconfiguring individuals and improving service orientation (Deloitte, 2015). The development of the industry is often associated with the development of a region. This is due to the multiplier effect and innovation caused by industrial activities interacting with potential and constraints (Ridwan, 2016). In a highly dynamic environment, companies need experience and are able to adapt to create a competitive advantage (Schilke, 2014). Based on the understanding that has been outlined, it can be concluded that a sustainable competitive advantage is the ability that can be maintained to outperform all competition in a particular field or industry. To generate long-term revenue and value growth, it is essential to create a sustainable competitive advantage.

In the digital age, the business world is expected to be able to adapt. Companies that are unable to adapt will fail. Nokia Corporation is the world's largest manufacturer of communication equipment from Finland. Nokia was a well-known gadget manufacturer in the 2000s. But as many new gadgets with advanced technology in circulation, Nokia slowly disappeared and just became history. In 2013 Nokia was bought by another largest technology company, Microsoft. One of Nokia's failures is failing to innovate. Learn from the company Nokia that in business it is important to innovate for business continuity.

In this study try to analyze and test business failures. One of the facts that affect the thwartiest of business is Social Capital. Contemporary social capital was first offered by Bourdie (1986) who said social capital is a

whole source of actual or potential concepts, associated with ownership of a long-lasting network or more or less mutual relationships between known institutions. Research conducted by Giantari & Sukaatmadja (2021) states that social capital has an effect on competitive advantage. In addition, social capital is also needed to increase competitive advantage. Because social capital can be a factor that drives business excellence.

Another factor that can affect business continuity is collaborating. Collaboration is a general term that is often used to describe a pattern of cooperation relationships carried out by more than one party. In essence, the purpose of collaboration is to achieve common goals by helping each other. Collaborated can increase business income. Examples of collaborations conducted by the owner of Allstay Hotel in Semarang in collaboration with Kopi Janji Jiwa. The collaboration received a positive response from hotel guests and even the public, characterized by the bustle of coffee outlets every day with visitors. Research conducted by Liu & Huang (2018) states that collaboration has an effect on competitive advantage. According to Fahmi (2013: 1) Entrepreneurship is a science that examines the development and development of the spirit of creativity and dares to bear the risks to the work done to realize the results of the work. The next factor that can affect business excellence is entrepreneurship. Research conducted by Hossain et al. (2021) states that Entrepreneurial Behavior can affect competitive advantage.

In today's global economy, companies are trying to reinvent their businesses and maintain their competitive advantage through collaboration by sharing resources, information, and risk. To improve the efficiency and effectiveness of companies, existing human resources in the company must meet several skills namely physical and manual, cognitive basis, higher cognitive, social and emotional abilities and technology (World Economic Forum, 2018). This collaboration needs to be done not only in large companies, but can also be done in Small and Medium Micro Enterprises. National economic development in Indonesia, which is a priority is Micro Small and Medium Enterprises (MSMEs). The empowerment of MSMEs in the midst of globalization and high competition makes MSMEs must be able to face global challenges, such as increasing product and service innovation, human resource and technology development, and the expansion of marketing areas. This needs to be done to increase the selling value of MSMEs, especially in order to compete with foreign products that increasingly flood industrial and manufacturing centers in Indonesia, considering that MSMEs are economic sectors that are able to absorb the largest workforce in Indonesia. The development of MSMEs in South Tangerang there are problems, including weaknesses in the field of social capital knowledge, has not been able to collaborate with other organizations and capital structure (E-sakip.tangerangselatan.go.id). South Tangerang Cooperative Office has tried to help develop MSMEs in 2016 amounted to 444 units and in 2019 as many as 638 units. The cooperative service's business is increasing every year. For that, there needs to be further development and strategy to maintain the sustainability of MSME business in South Tangerang.

II. LITERATURE REVIEW

Theory of Legitimacy

Legitimacy theory is one of the most widely mentioned theories in the field of social and environmental accounting (Tilling, 2004). Legitimacy theory has been used in accounting studies to develop theories of disclosure of social and environmental responsibility. Legitimacy theory is a system of corporate management oriented to partisanship towards society, government, individuals and community groups (Gray at el, 1996). This indicates the existence of a social contract between the company and the existence of environmental social disclosure. Companies running social contracts must conform to applicable values and norms in order to run in harmony. The theory of legitimacy is based on social contact between an institution and society, where a concrete institution aims with the values that exist in a society. According to this theory, the actions of an institution must have activities and performance that are acceptable to society.

Legitimacy theory explains that disclosure of social responsibility is done by companies to gain legitimacy from the society in which the company is located. This legitimacy causes the company to avoid unwanted things and can increase the value of the company. Legitimacy theory states organizations pay not only attention to investor rights but also pay attention to public rights (Deegan and Brown, 1996). Companies are increasingly realizing that the survival of the company also depends on the company's relationship with the community and the environment in which the company operates. This is in line with the legitimacy theory which states that companies have contracts with the public to carry out activities based on values of justice, and how companies respond to various interest groups to legitimize corporate actions. Legitimacy theory states that organizations must constantly try to ensure that they are carrying out activities in accordance with the boundaries and norms of society (Rustiarini, 2011). Organizations seek to create harmony between the social values inherent in their

activities and the norms of behavior that exist in the social system of society in which it is part of the system. As long as the two systems are aligned, we can see that as the legitimacy of the company.

Sustainable Competitive Advantage

Competitive advantage refers to a company's ability to achieve greater performance than their competitors (Porter, 1998). In a highly dynamic environment, companies need experience and are able to adapt to create a competitive advantage (Schilke, 2014). Based on the understanding that has been outlined, it can be concluded that a sustainable competitive advantage is the ability that can be maintained to outperform all competition in a particular field or industry. To generate long-term revenue and value growth, it is essential to create a sustainable competitive advantage. Companies that seem to be very successful often go into bankruptcy because they never know their continued competitive advantage. An organization undertakes these plans and runs such planning to develop a sustainable competitive advantage. A sustainable competitive advantage is usually difficult to create and not easily replicated.

A sustainable competitive advantage is a long-term strategy or process that allows a business to stay ahead of its competitors. Unlike short-term advantages, such as being the first to market a new type of product, a sustainable competitive advantage can be built into the structure of a business, and will help maintain its dominance for years and even decades. The development of such profits often requires special effort, the ability to innovate consistently, and even some luck.

Day & Wensley (1988) states that sustainable competitive advantage is a form of strategy to help companies in maintaining their survival. This opinion is supported by Ferdinand (2003) who stated that in competing markets, the company's ability to produce performance, especially financial performance, depends heavily on its competitive advantage. To perpetuate its existence, the company's competitive advantage must also be sustainable because basically the company wants to perpetuate its existence. Sustainable competitive advantage is the company's strategy to achieve its end goal, namely performance that results in high profits. That is, the advantage of continuous competition is not the end goal, but is a means to achieve the end goal of the company, namely high performance. According to Jack Welch there are eight main sources of sustainable competitive advantage, including Brand Loyalty, Location, Scale, Intellectual Property, Innovation, Proprietary Information, Network Effects, and Lockout Supply.

Social Capital

Social capital theory was first discussed in 1916 (Lin, 2001). Contemporary social capital was first offered by Bourdie (1986) who said social capital is the entire source of actual or potential concepts, which are associated with ownership of a long-lasting network or more or less mutual relationships between known institutions. From various important business points, social capital is the same as, the source of information. Ideas, business opportunities, financial capital, power, emotional support of goodwill, trust and cooperation provided by individuals and business networks (Baker, 2000). Cohen and Prusak (2001) define that social capital is a possibility of active relationships between people including: trust, mutually beneficial cooperation, sharing values and behaviors that bind each member of the network and society as well as the possibility of making cooperation.

Social capital experts explain the substance of social capital is related to aspects of values, norms, structures, institutions and social relations and their consequences. On the basis of these considerations, sociologically social capital can be formulated into cultural dimensions, structures and relational patterns. Social capital is a sociological concept used in various sciences such as business, economics, organizational behavior, politics, public health and the social sciences. All of that is to illustrate the existence of relationships within and between social networks. The network has value. Just like physical capital or human capital that can increase the productivity of individuals and groups, social capital is the same.

Lately, scholars in organizational and management sciences have shown increasing interest in the concept of Social Capital referring to networking relationships, *goodwill*, mutual support, shared language, shared norms, social beliefs, and the sense that people can derive value from. It is understood to be the glue that holds together social aggregates such as networks of personal relationships, communities, regions, or even entire countries. Social capital is about the value that comes from being a member of a society or community. By becoming a member, people have access to resources that are not available to non-members.

Social capital has a very important role in several groups of people in various activities. But Fukuyama also said that not all norms, values and cultures together can complement each other to support economic growth. Just like physical capital and financial capital, social capital can also have a negative impact. Fukuyama (2001)

says that social capital is built by beliefs between individuals. Mutual trust is formed in a short time and requires winding social processes.

Collaborative Competence

Collaboration is a general term that is often used to describe a pattern of cooperation relationships carried out by more than one party. There are many notions of collaboration put forward by various experts with diverse viewpoints. The variety of understanding is based on the same principles that are about togetherness, cooperation, sharing tasks, equality, responsibility and liability. However, to fully and thoroughly define the concept of collaboration is not easy. In general, collaboration is a relationship between organizations that participate and agree with each other to jointly achieve goals, share information, share resources, share benefits, and take responsibility for mutual decision-making to solve various problems.

Entrepreneur Behavior

The word entrepreneurship itself actually originated from the French namely "entreprende" which means adventurer, creator, and business manager. The term was first coined by Richard Cantillon (1755). The term became more popular after being used by economist J.B Say (1803) to describe entrepreneurs who were able to move economic resources from low productivity levels to higher levels and produce more (Yuyus, 2010). According to Fahmi (2013: 1) Entrepreneurship is a science that examines the development and development of the spirit of creativity and dares to bear the risks to the work done to realize the results of the work.

Hypothesis

H1: Social capital affects sustainable competitive advantage.
H2: Collaborative competence affects sustainable competitive advantage.
H3: Entrepreneurial behavior affects sustainable competitive advantage.

III.METHOD

This study is an associative study intended to determine the relationship between two or more variables, and in this case the relationship is causation in which the independent variable affects the dependent variable. To get the data needed in this study, the type of data used is primary data. According to Sugiyono (2014), the primary source is a data source that directly provides data to data collectors. This data must be searched through sources or respondents, namely people we make the object of research or people we create as a means of obtaining information or data.

The primary data source in this study is data collected based on the results of filling out a list of questions that have been prepared in advance. The data was obtained by spreading questionnaire questions directly to the public through Google forms. Respondents are micro small and medium enterprises (MSMEs) in South Tangerang. The type of questionnaire used is a closed questionnaire that has given answers, the reason the authors use the questionnaire because this questionnaire makes it easier for respondents to give answers, closed questionnaires are more practical and can offset limited costs and research time. Questionnaires were measured using the Likert scale with ranges 1 (Strongly Disagree), 2 (Disagree), 3 (Disagree), 4 (Somewhat Agree), 5 (Agree), 6 (Strongly Agree).

In accordance with the hypothesis that has been formulated, the analysis of inferential statistical data uses a multiple regression analysis approach using Smart-PLS software ranging from model measurement (outer model), model structure (inner model) and hypothesis testing. The sample selection procedure is carried out by convenience sampling technique which is a technique used to select samples by chance meeting with researchers and happens to fit the criteria then the respondent will be the source of data (Augustine & Kristaung, 2013). The sample in the study was 52 respondents.

IV. RESULT AND DISCUSSION

Descriptive Respondent

The research data was collected by distributing questionnaires to MSME business actors in South Tangerang. The dissemination of questionnaires was carried out for 2 weeks starting from November 14-28, 2021 through electronic media in the form of *google form*, this was done to save time filling out and returning questionnaires.

The number of questionnaires received was 52 questionnaires. The profile of the 52 respondents who participated in the study is addressed in the table below.

Table 1
Respondent Profile

	Respond	Percentage		Respond	Percentage
Gender			**Type of Industry**		
Male	23	44.2%	Goods	26	50%
Female	29	55.8%	Service	14	26.9%
Age			Manufacturing	10	19.2%
< 20 Years	0	0%	Others	2	3.8%
20-25 Years	7	13.5%			
26-30 Years	18	34.6%			
> 30 Years	27	51.9%			

From table 1 above, it appears that most of the respondents in this study were women, namely 29 (55.8%) while men as many as 23 (44.2%) and the age of the respondents in this study was over 30 years old (51.9%). The most types of industries in this study were in the trade industry as much as 26 (50%).

Validity Test

Table 2
Validity Test

Variable	Indicators	Outer Loading Value
SC	SC.1	0.483
SC	SC.2	0.824
SC	SC.3	0.849
SC	SC.4	0.515
SC	SC.5	0.420
CC	CC.1	0.767
CC	CC.2	0.778
CC	CC.3	0.849
CC	CC.4	0.870
CC	CC.5	0.791
EB	EB.1	0.765
EB	EB.2	0.824
EB	EB.3	0.805
EB	EB.4	0.673
EB	EB.5	0.754
SCA	SCA.1	0.625
SCA	SCA.2	0.754
SCA	SCA.3	0.749
SCA	SCA.4	0.734
SCA	SCA.5	0.804

Based on table 2 shows that the entire item of the question shows an outer loadings value of more than 0.4 so it can be concluded that all variable indicators meet the requirements of discriminant validity measurement.

Reliability Test

Table 3
Reliability Test

Variable	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
SC	0.742	0.571	0.766	0.415

CC	0.874	0.914	0.906	0.659
EB	0.825	0.840	0.876	0.587
SCA	0.790	0.814	0.854	0.541

Table 3 shows that the composite reliability value for the SC variable is 0.766, the CC variable is 0.906, the EB variable is 0.876 and the SCA variable is 0.854, where the composite reliability value for all variables is greater than 0.70. According to Hair et. al (2017), the variable is declared reliable if the composite reliability value has a value higher than 0.70 so it can be concluded that all variables are reliable. Table 4.3 shows that Cronbach's alpha value for SC variable is 0.742, CC variable is 0.874, EB variable is 0.825 and SCA variable is 0.790. According to Hair et al. (2017), variables are expressed as reliable if Cronbach's alpha value has a value higher than 0.60 so it can be concluded that all variables are reliable.

Multicollinearity Test

Table 4
Multicollinearity Test

Variable	Indicators	VIF
SC	SC.1	1.547
SC	SC.2	1.731
SC	SC.3	2.135
SC	SC.4	1.560
SC	SC.5	1.707
CC	CC.1	1.914
CC	CC.2	2.327
CC	CC.3	2.582
CC	CC.4	2.373
CC	CC.5	1.964
EB	EB.1	2.822
EB	EB.2	2.910
EB	EB.3	2.503
EB	EB.4	2.077
EB	EB.5	1.432
SCA	SCA.1	2.186
SCA	SCA.2	2.278
SCA	SCA.3	2.732
SCA	SCA.4	2.283
SCA	SCA.5	1.933

Table 4 shows that the VIF value for the entire indicator is less than 10. According to Hair et al. (2017), a VIF value higher than 5 indicates a potential collinearity problem in formative indicators. In this study, the authors used reflective indicators so that it can be concluded that there is no multicollinearity problem in this model.

Hypothesis Test

Table 5
Hypothesis Test

	Coefficients	T-Statistics	Probability
R^2	0.445	-	-
SC → SCA	0.052	0.309	0.757
CC → SCA	0.071	0.536	0.592
EB → SCA	0.641	7.117	0.000

Social Capital shows a regression coefficient of 0.052. The probability value is 0.757 which denotes more than 0.05. This means that the degree is significantly greater than $\alpha = 5\%$ so that the 1st hypothesis is rejected or H0 accepted. The results of this study state that there is no influence between social capital on sustainable competitive advantage. Collaborative Competence shows a regression coefficient of 0.071. The probability

value is 0.592 which indicates more than 0.05. This means that the rate is significantly greater than α = 5% so that the 2nd hypothesis is rejected or H0 accepted. The results of this study stated that there is no influence between collaborative competence on sustainable competitive advantage. Entrepreneurial Behavior shows a regression coefficient of 0.641. A probability value of 0.000 which indicates less than 0.05. This means that the degree is significantly smaller than α = 5% so that the 3rd hypothesis is accepted or H0 is rejected. The results of this study state that there is an influence between entrepreneurial behavior on sustainable competitive advantage.

Coefficient of Determination

The coefficient of determination is used to test the extent to which variations of bound variables can be explained by their free variables. The value of R2 is a fraction of the variation that can be explained by a free variable against a bound variable. R2 values range from 0-1 percent and if the value is close to 1 then the better. Based on table 4.5, the results of this study show that the value of R2 of 0.445 or 44.5% indicates that 44.5% of the variation of dependent variables (SCA) can be explained by independent variables (SC, CC and EB) while the remaining 55.5% is influenced by other variables outside of this study.

Discussion

The results of this study state that there is no influence between social capital on sustainable competitive advantage. The results do not support research conducted by Giantari & Sukaatmadja (2021) which states that there is an influence of social capital on competitive advantage. Basically, social capital is an effort by each individual to be open and trust each other, to produce togetherness, foster solidarity and responsibility for mutual progress. However, according to the Indonesia Business Survey, the level of business confidence in Indonesia is decreasing. In Q3 of 2021, the business confidence level was 9.77 while in Q4 of 2021, the business confidence level was 7.46. This shows that social capital in Indonesia does not affect sustainable competitive advantage.

The results of this study stated that there is no influence between collaborative competence on sustainable competitive advantage. This study is not in line with research conducted by Hossain et al (2021) which states that collaborative competence has a significant influence on competitive advantage. The company's motivation for collaboration is not to increase the competitiveness of the company but to maintain long-term relationships only.

The results of this study state that there is an influence between entrepreneurial behavior on sustainable competitive advantage. The research is in line with research conducted by Hossain et al (2021) that entrepreneurial behavior has a significant influence on competitive advantage. Entrepreneurial behavior is an important mechanism to create change, which aims to help all societies so as to adapt to changes created by others. Businesses must be able to identify opportunities that are not felt by others. In identifying opportunities in a dynamic and uncertain environment requires an entrepreneurial mindset that requires a spirit of pursuing opportunities. A mindset is a source of competitive advantage because an action is something that results from focus, like action taken when entrepreneurs are eagerly pursuing opportunities. After identifying an opportunity, the entrepreneur must act to develop the basic capabilities that will then become the basis of the company's core competencies in creating a competitive advantage. The process of identifying opportunities from entrepreneurship is not enough in creating maximum wealth or even to survive over time.

V. CONCLUSIONS

Based on the results of the analysis and discussions that have been conducted on this issue using multiple regression analysis, the conclusion of this study is that there is no influence between social capital on sustainable competitive advantage, there is no influence between collaborative competence on sustainable competitive advantage and there is no influence between entrepreneurial behavior on sustainable competitive advantage.

The suggestions that can be given for further research are that the next research is expected to add samples outside the area that has been studied in this study, further research is expected to add other variables outside of research and research can further interview directly MSMEs who have become samples.

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