

GAIN COMPETITIVE ADVANTAGE THROUGH REPUTATION

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ABSTRACT

The business growth of Building Automation System (BAS) in Indonesia does not increase significantly year to year while the business potential is growing as the demand of new commercial buildings is rising, especially in big cities in Indonesia. In fact only some companies as major players from this industry are experiencing growth with good performance. The low competitive advantage of Building Automation System companies is predicted to be the affecting factor. Thus, the aim of this study is to determine the the correlation of company's reputation in increasing competitive advantage. This study is conducted by survey to Business Unit Director and Marketing Manager that have a business unit of Building Automation System in Indonesia, with descriptive approach and verification. The survey result shows that there is a positive relationship and impact of company's reputation in gaining competitive advantage. The enhancement of product and service, work environment, leadership of CEO, business management, competency and social responsible, which are the dimension of company's reputation must be taken into consideration in achieving the growth of competitive advantage. This study is useful for Building Automation System companies in Indonesia, in improving the competitiveness by giving attention to reputation.

Keywords: Reputation, Competitive Advantage

Introduction

Company which has been developed into market leader is surely getting pressure from market such as: new comers, competition of new product, raw material that authorized by competitor etc. (Leonidou et al. 2011). The case is surely disturbing one of the company's goal in gaining competitive advantage. It marks the importance of gaining competitive advantage in facing business competition. In gaining competitive advantage, another case that also becomes company's attention recently is the changing of government regulation towards the specific industry that sometimes stresses and slows down the growth of company performance (Sheng et al. 2011). It seems that competitive advantage also has connection to company business performance. However, all obstacles must be faced by company in order to gain competitive advantage. The ability of a company to control the environmental factor also determines its success in creating competitive advantage. So companies are striving to make environment factor such as government regulation as supporter in gaining competitive advantage (Alkali and Isa 2012). The outside environment of company is a factor that also controls company's reputation (Ljubojevic and Ljubojevic 2008). The connection between environmental factor, company's reputation, competitive advantage and company's performance becomes interesting to be examined, but what is more important is the connection between company's reputation with competitive advantage (Vargas et al. 2015).

Company which grows and develops well historically will pass through the determined target. It indicates that the company is trusted by market because of having a good reputation (Kiousis 2007). The good reputation gives an opportunity to improve performance target, because of market trust on the company (Keh and Xie 2009). The growth of company performance surely cannot be separated from its human resource. Human resource factor is very important in gaining company's reputation and it is the critical factor to gain competitive advantage. Leadership in human resource is a part of company's reputation that has a role in gaining company's reputation (Geller 2014). Beside human resource factor, a company also needs good management (Shamma 2012) and competency (Schwaiger 2004) in building its reputation. Low company reputation will be a constrain for a company in gaining competitive advantage. This case also applies to automatic

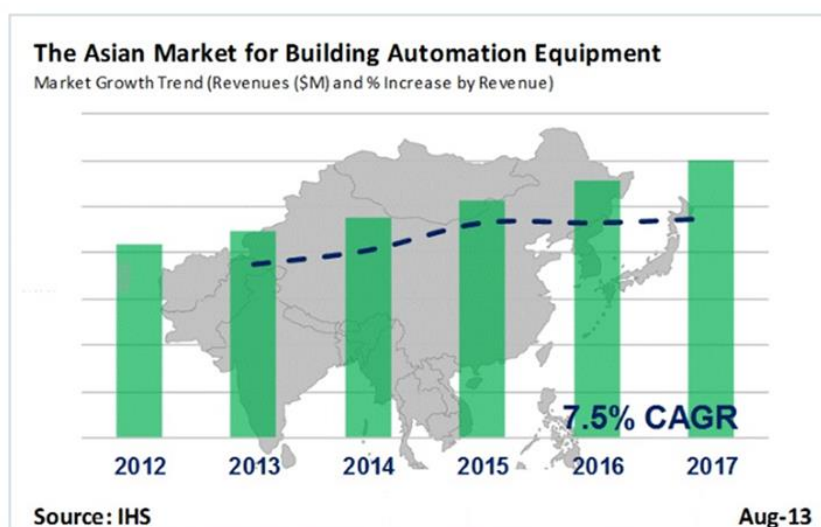
control industry in Indonesia, in which the Building Automation System (BAS) business unit has low competitive advantage as shown in the pre-survey result.

The main goal of Building Automation System (BAS) is energy efficiency on company. It supports the regulation of Indonesia government regarding energy saving in Undang-Undang No. 30 Tahun 2007. The higher the level of industry in a country; the higher the needs of electricity to fulfill energy demand (Price and Wang 2007). One of the businesses that consumes more energy is retail supermarket (Alamsyah et al. 2015), as well as the other typical business. Thus the tendency of electricity usage in the future will increase continuously. The countermeasure for this issue is known as energy conservation which is conducting energy efficiency to reduce the operational cost. The other countermeasure that uses system as a support and is related to energy saving is automatic system, or commonly known as Building Automation System (BAS) (Palensky and Dietrich 2011). Controlling and monitoring energy by using BAS system is a good solution and creates efficiency on industry, office, apartment, and all systems with extensive electricity control (Agarwal et al. 2010). This system will ease operator in controlling the performance of equipments which must be monitored all the time, and if there is a disruption the operator will know directly what kind of problems happens to the equipment or other electrical appliances.

Automatic control industry is divided into several segments, those are PA (Process Automation), FA (Factory Automation), BA (Building Automation), and HA (Home Automation) (Qiu 2007). An industry that processes products from raw materials ideally needs automation system so that the production can run automatically in every stage with minimum human-contact (zero human error). Nowadays, there are 43 (forty three) companies in Building Automation System (BAS) industry in Indonesia. Building owners are using BAS equipment because they have to pay so much for the operational cost of building facility such as air cooling process and lighting which takes up 70% consumption in a commercial building like office (Kuswara 2001). By having BAS in their facilities, they can not only reduce the operational cost but also improve the equipment performance and meet the environmental comfort of tenants. In addition, they can decrease the energy consumption until 30% simply by utilizing intelligent building technology to improve energy efficiency (Agarwal et al. 2010).

In developed country like United States of America (USA), Building Automation System (BAS) industry is progressing well because it is supported by some factors that continuously trigger the efficiency improvement effort of commercial buildings. Those are the regulation and government's policy, like the rule of greenhouse gas emission, and the increasing awareness of automation advantage (Osterlind et al. 2007). In the report of CABA, there are 400 companies of Building Automation System (BAS) operate in North America and it shows the correlation with the high service for Building Automation System (BAS) in developed country. Unlike in Indonesia, as a developing country, it requires a quite high investment for Building Automation System (BAS) (Egan 2005).

Picture 1. Market Potential of BAS in Asia

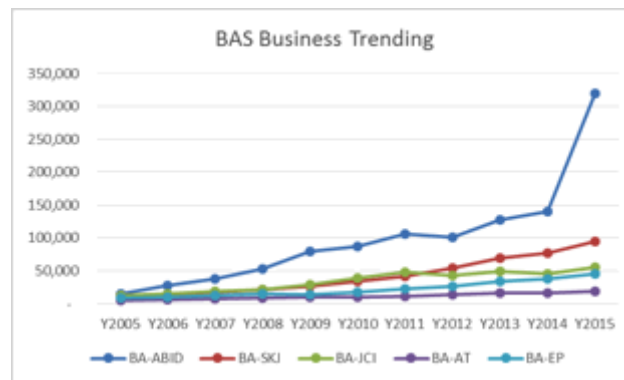


Seeing from the development of Building Automation System (BAS) in Asia, it is projected that the growth is more than \$400 million from 2012 to 2017 (Picture 1). The growth is triggered by a number of key factors, such as: the expanding of manufacturing industry, the rising level of migration to the city in China, India, and South East Asia (Lee and Chang 2008), and also the commitment of applying green building solution (Chan et al. 2009). This is due to the investment by government and private sector in construction projects which subsequently increases the demand of building automation equipment in Asia. As a result, there is an opportunity for company to develop new business unit of Building Automation

System in Asia, especially in Indonesia. However, in developing BAS company in Indonesia, it needs readiness and one way is by improving company's reputation since it is the beginning for developing a company (Sheehan and Stabell 2010).

In Indonesia, according to HIS report (2013), there are several governmental and private projects that have been using Building Automation System (BAS). Private sector depends highly on Building Automation System (BAS) to elevate the service quality and also save energy to be able to meet the competition Indonesia, for example in starred hotel which is required to provide first-rate service (Markovic and Rapor 2010). According to the survey and annual report of several BAS companies in Indonesia, the business trend is increasing from year to year (Picture 2).

Picture 2. Survey of BAS Industry Growth in Indonesia



Companies with business in Building Automation System (BAS) industry in Indonesia, most of the time are not able to grow well. There are only a few that experience growth as much as 15% to 20%. The market growth of Building Automation Building System (BAS) in Indonesia is influenced by the growth of commercial building construction, which means that the more commercial buildings, the higher the necessity of Building Automation System (BAS). From the survey (Picture 2), it seems that company performance is not reaching maximum. It is assumed that the cause is the low company competitive advantage since there is a close relationship between competitive advantage and company performance (Majeed 2011).

In gaining competitive advantage, company must also concern about the quality of product (Mehrmanesh, Zafarghandi, and Managhebi 2014) and differentiation (Oyedijo 2012). Although company's reputation is the base for company to increase competitive advantage (Kalaignanam et al. 2007), it is intangible as it is only felt and valued by customer through the experience with the provider of service and product (Riahi Belkaoui 2011). A good reputation can improve financial performance by turning company's reputation into the strength point (Betul 2015). On the other hand, by having a good reputation, company will have more ability in access of financial resource. Superior reputation gives more company's capacity in preserving its superior performance for long period compared to company without superior reputation (Tracey 2014).

Based on the background study that has been reviewed previously, it is explained that there is a connection between the continuous company performance and gaining company competitive advantage (Leonidou et al. 2011). On the other side, the impact of competitive advantage is also achieved by company's reputation (Zeng et al. 2010). Thus the focus of this study is investigating the impact of company's reputation on gaining competitive advantage. In the previous study, the relationship of reputation and competitive advantage has been observed, but it has not empirically applied to BAS industry in Indonesia so this is improvement for previous study.

Literature review

Reputation

Company will have a high equity brand when it has a good reputation and updating continuously, so its reputation will make ease in conducting business expansion (Balmer & Greyser 2006). Today, so many companies in Indonesia are diligent in managing their reputation, which are MNC Group, Blue Bird in transportation and independently bank business (Musteen, Rhyne, and Zheng 2013). International company is also like Samsung, Arthur Andersen, General Electric, Microsoft, Google and other become a trigger to come the philosophy in the importance of managing company's reputation (Kang and Yang 2010). It indicates that the importance of company's reputation in order to improve customer's credibility on company and to extend the market segment (Keh and Xie 2009).

Due to reputation Bromley (2002), explained his opinion that reputation is consensus and the impression felt socially about how company will occur on any situation. Those opinion make an abstract of reputation is important to improve company social performance on the impression and consensus felt by surrounding environment. Reputation becomes the most important because it will be occurred in any situation. Company's reputation is also believed can support business success as stated Bennett & Kottasz (2003). Bennet & Kottasz (2003) stated that reputation as an image and identity that developed by

so long period of time, both in consistency, reliability, and credibility. Their opinion focuses on company's reputation in long period of time in case of consistency, reliability, and company's credibility.

The opinion from Bennet and Kottasz (2003) in line with Marken's theory (2004), who stated that company's reputation as a product and qualified service, innovative capability, the long period of investment planning, maintaining talent, and also quality management control. The review of these opinions mentioned that reputation is built based on daily activities and long period of time. According to these, it seems that company's reputation built to company in long period of time. So company's activity must have a quality in a day. Company's reputation as a whole positive evaluation of organization which has been formed during a long time between audiences, that based on variety of construct like philosophy, activity, and company communication (Cha 2004). In the newest theory stated from company's reputation are total market of reliance which is created by company and its abutment intangible of company asset (Betul 2015). Company's reputation in form of collective reliance is about ability and company's willingness to satisfy the variety of importance for the importance functionary. Obviously, the opinion also observes company's reputation focuses on Building Automation System (BAS) industry in Indonesia, the industry runs in construction service field. So its measure is appropriated for construction Service Company.

Company's reputation truly can measure; some cases that become an attention on company's reputation are product quality, value for money of products, commitment in keeping the environment, corporate success, treatment of employees, customer's orientation, contribution of local issues and charity, financial performance, management qualification, credibility of advertisement claims (Ali and Ali 2011). The previous review that uses the measurement to company generally, it is not specific on company types. In study of Kim and Cha (2013) the measure of company's reputation is more simplified into three major things which are company identity, company strategy and company communication. By that measurement it delivers small and big-scale Company in general that has a good company's reputation. Meanwhile, the dimension of company's reputation also stated by Amigo et al. (2014), where it divided into several things, such as: product and services, innovation, workplace, citizenship, governance, leadership, and performance. Reviewing of measurement dimension from Amigo et al. (2014), it seems having the similarity with the previous study from Kim & Cha (2013). In principle, it seems three major cases like company identity, company strategy, and company communication, it is equally owned by the two studies. In principle, for each company type has a measurement to rate Company's reputation, and this study is specialized for service company.

Competitive Advantage

Company competitive advantage is the most needed to gain, it is because of company's performance is sourced from gaining competitive advantage (Gyampah & Acquah 2007). The approach of resource-based view relates to competitive advantage is more depend on valuable resource, rare and it is difficult to imitate which owned by its organization (Kamukama, Ahiauzu and Ntayi 2011). Therefore, it is important to account aspect of human resource management in company strategy especially in the context of human capital pool. Ma (2004) describes in article of "toward global competitive advantage", that industry has four position options in global market such as 4Cs (competition, cooperation, creation and innovation, co-option). Ma's opinion (2004) tends to business competition, it is not about local but international.

Company is challenged and tested obviously its capability to formulate competitive strategy and gain competitive advantage. The competitive like that occurred in every industry both manufacture and service. Nowadays, Competitive advantage is a management concept that is so popular in contemporary management literature. It is a partially caused by a rapid change that faced company currently, complexity of business environment, globalization impact and unstructured market, customer's needs that constantly changing, competition, revolution of communication and information technology, and also free trade world (Al Rousan and Qawasmeh 2009). Competitive advantage is as organizational capability in recording performance that is difficult to imitate by competitors both present and future (Kotler 2000). Seeing that competitive advantage grows from company value, it is able creating a value for its customer who exceeds the cost to create it. Value is what will customer pay, and superior value appears from offering with the lower price than competitor for the same benefit, or offering unique benefit that is more enough to compensate the higher price.

It is more emphasized by Al-Bakri (2008) that competitive advantage is organization's ability to attract customer and to build the prestige for organization or the product and also to improve perceived value that felt by customers and to satisfy them, it is also included ability to provide diverse value for customer. The opinion makes an abstract of competitive advantage is an effort to satisfy consumer to get a business competition. From all the studies above, it is explained of researcher construct that the meaning of competitive advantage is organization's or company's activity inside of updating or improving its competitive advantage that has a flexibility; appropriate with the changing of market needs by offering the new product and service timely, and also improve financing efficiency to produce the low cost, qualified and having differentiation value compared with its customer.

Competitive advantage seems to be important in company, however it needs to be measured what cases that becomes of competitive advantage. Remembering each company has the different interest or factor to measure competitive advantage. Although from the previous theory by Porter has already carried of Generic Strategy Theory. Measurement of competitive advantage based on Abou-Moghli, Al Abdallah and Al Mualla (2012) is time, quality, cost, and flexibility. While measurement of competitive advantage based on Diab (2014) consists of cost, flexibility, delivery, and quality. In the other hand, according to Mehrmanesh, Zafarghandi, and Managhebi (2014), measurement of competitive advantage takes

dimension from cost and quality, also another dimensions such as general image, design, price, support, and differentiation. If it reviewed from the three studies above, it actually seems a similarity to measurement of competitive advantage which is always talking about quality, price and the way of delivering.

Competitive advantage must be updated continuously in order to bargaining value of company can be sustainable, it is common called Sustainable competition advantage. Vinayan, Jayashree and Marthandan (2012) stated that there are 4 dimensions of sustainable competition advantage which are effective supply chain management, product differentiation and innovation, organizational responsiveness and cost leadership. Then, another opinion related to dimension of competitive advantage explained by Vahid et al. (2013) also mentioned 4 dimension of competitive advantage, such as: Quality, Efficiency, Innovation, and Responding to customers. Looking at some previous studies that there is different dimension of competitive advantage, all of this depends on type of company and the need on study. Based on the previous study and it is adapted to the study currently, so it is said that dimension of competitive advantage on the research with focuses on Building Automation System (BAS) industry in Indonesia which are punctuality, quality, cost, flexibility and differentiation.

Methods

Data Collection and Sample

Basically, scientific research is an effort to reveal the phenomenon happened semantically, restrained, empirically, and critically. Type of study used is descriptive that is study conducted to know the influence of inter-variable through a hypothesis. By survey method, this study focused on strategic management field and in particular reviewing factor of company's reputation, and competitive advantage. Data and information are obtained by questionnaire and direct survey to Business Unit Director and Marketing Manager of Building Automation System (BAS) Company in Indonesia that amounts 43 companies, so respondents total that becomes a sample of study is about 86 respondents. Data obtained as horizon time and cross sectional (one shot) in 2015.

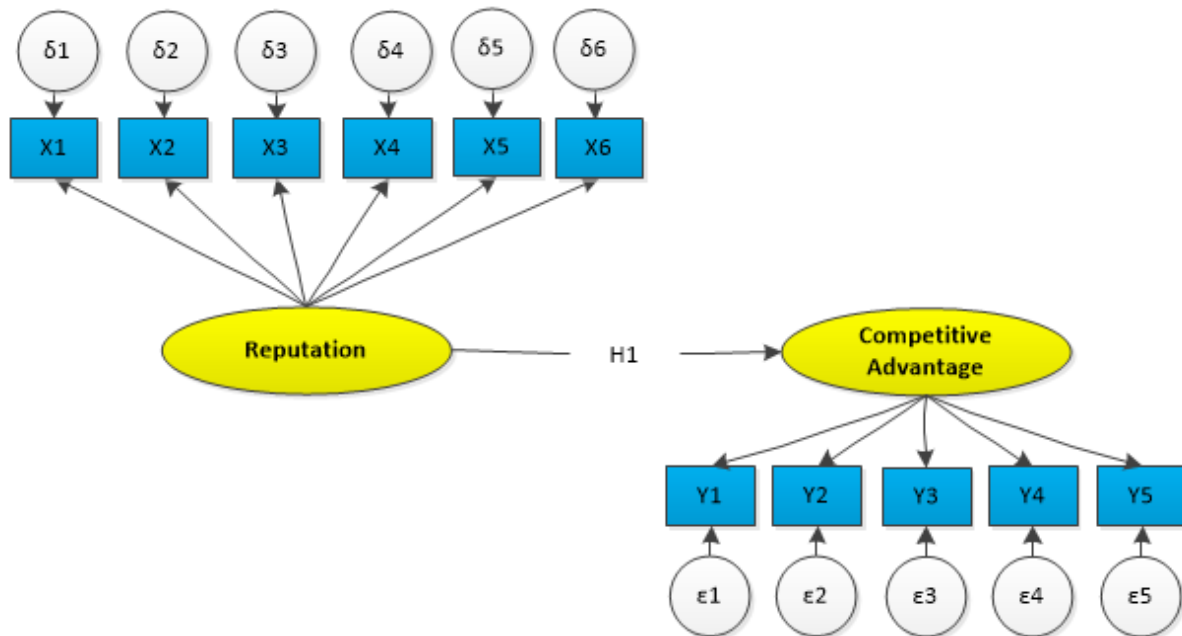
The Measurement of the Constructs

The study construct used in this study is reviewing of dependent variable is competitive advantage and independent variable of company's reputation. The study construct is measured by dimension and indicator that attached in questionnaire. In measuring of study construct use five points of Likert Scale 1-5, with scope "sangat tidak setuju" until "sangat setuju". The explanation of dimension and indicator on study variable explained below.

Company's reputation is total market value of reliance that created by company and its support is company asset intangible (Betul 2015). Every company needs a good reputation from surrounding communities especially for having an interest in case of stakeholders. To measure reputation it can be conducted by some dimensions, such as: product and service (responsibility, quality, value for money, reliable, can be trusted, the relation with customer), work environment (employee's satisfaction, the policy of wages and incentive, education and training, employee's investment), leadership of CEO (good leadership, experience and prowess, a clear vision, reliable), business management (transparency, perspective of long period, adaptation, skill, and capability), competency (the major competitor, be known in market, fulfill customer's needs), and responsibility (social activity, contribution on society, keep faith of law, public openness).

Competitive Advantage is organization's ability to attract customer and build the prestige for organization or its product also to improve perceived value that felt for customer and to satisfy them, which also included ability to provide diverse value for customer (Al Bakri 2008). Competitive advantage needed by company because having impact directly on company's performance. And competitive advantage needs to be measured through some dimensions and indicators, such as time (delivery time, consistency, and supply chain), quality (service quality, standard, and guarantee), cost (production cost, efficiency, and economy), flexibility (customer's needs, operational flexibility, and organization), and differentiation (being known by employee, being known by customer, giving more value). Based on measurement and the previous literature theory explained the research model as on picture 3 below.

Picture 3. Research Model



According to research model explained, research hypothesis as follows:

- H0. Company's reputation is not able impact on competitive advantage improvement
- Ha. Company's reputation is able impact on competitive advantage improvement

Results and Discussion

From the whole data distributed directly to Business Unit Director and Marketing Manager through questionnaire, valid, and reliable. It found complete information related to company's reputation and competitive advantage in Building Automation System (BAS) industry in Indonesia, also its connection.

Profile Responden

Building Automation System (BAS) industry in Indonesia is dominated by Manager that has male gender is about 74% with the age is more 31-40 years old and it is about 56%. The average of Business Unit Director and Marketing Manager work more than 7 years and having background study of bachelor. Building Automation System (BAS) industry in Indonesia exists more than 10 years, so reliability of this industry can be stated matured enough. Analyzing of respondent's profile, truly Building Automation System (BAS) industry in Indonesia has undergone the good times for the developing company, thinking of the experience exists is more than 10 years in average.

Company's Reputation of Building Automation System (BAS) in Indonesia

In literature of reputation, it is explained that the result of dimension measurement which derived from summary of each indicator. Dimension obtained is product and service, work environment, leadership of CEO, business management, competency, and responsibility. Summary of each indicator presented through means value on Table 1.

Table 1. Means Value of Company's Reputation

Dimension	N	Sum	Mean	Std. Deviation
X1	84	281	3.35	1.247
X2	84	281	3.35	1.247
X3	84	268	3.19	.630
X4	84	250	2.98	1.700
X5	84	252	3.00	.601
X6	84	251	2.99	.736
Valid N (listwise)	84			

It seems that it has a good view of measurement from company's reputation which is product and service (X1), work environment (X2), and leadership of CEO (X3), while the rest is business management (X4), competency (X5) and responsibility (X6) which reputed that they are not optimal. But if it reviews totality from all dimensions, it seems the result of value average categorized on already optimal of gaining company's reputation. However, by having dimension value

which is not optimal (X4, X5, X6), it forces Building Automation system (BAS) industry in Indonesia to review repeatedly on strategy applied in order to improve company's reputation.

Company's reputation becomes the most important; this review is based on the impact besides on competitive advantage (Iulian 2013), it has also the impact of diversification (Greenwood et al. 2005), innovation (Ou and Hsu 2013), and even on business performance (Greenwood et al. 2005). Therefore, it is not optimal of company's reputation will also impact on not optimal of competitive advantage.

Competitive Advantage Building Automation System (BAS) di Indonesia

Competitive advantage is the main goal in this study, where it is expected to improve the performance of Building Automation System (BAS) industry in Indonesia. Competitive advantage is measured by some indicators that summed up in dimension and its measurement stated by means. Dimension which measured such as: time, quality, cost, flexibility, and differentiation. It is explained completely as on Table 2.

Table 2. Means Value of Competitive Advantage

Dimension	N	Sum	Mean	Std. Deviation
Y1	84	266	3.17	1.096
Y2	84	252	3.00	1.192
Y3	84	250	2.98	.658
Y4	84	261	2.11	.560
Y5	84	261	2.11	.560
Valid N (listwise)	84			

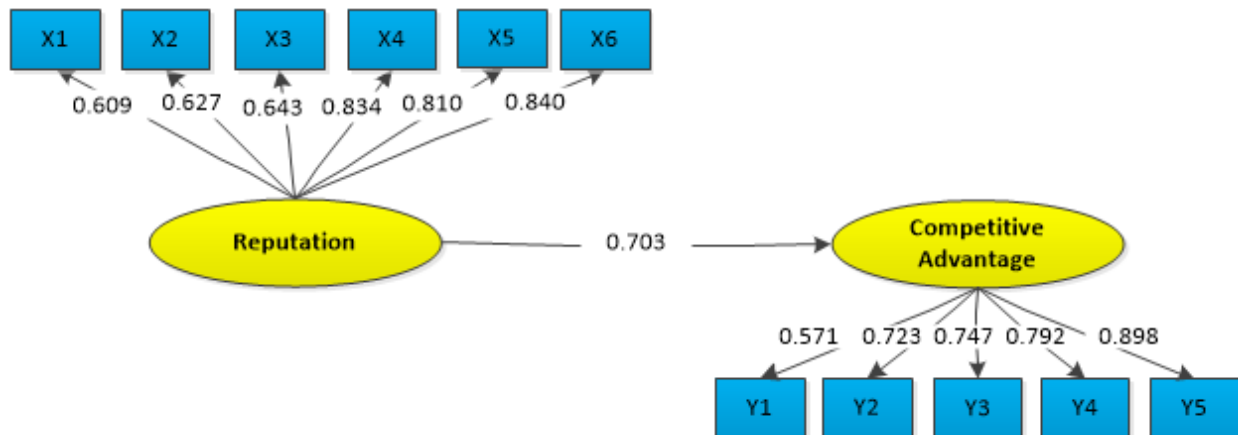
The finding of competitive advantage literature is determined by some dimensions of summary result from some measurement indicator. Meanwhile, total value of competitive advantage seems not to be optimal in which it viewed good is time (Y1), while the rest is quality (Y2), cost (Y3), flexibility (Y4), and differentiation (Y5) still reputed not to be optimal remembering means value is below 3.10. By this condition, surely it is not good on business performance of Building Automation System (BAS) Company in Indonesia. Thinking of it is not optimal of competitive advantage will impact on reduction of business performance (Majeed 2011).

The Impact of Company's Reputation on Competitive Advantage

In the previous studies, it is stated that there is connection of company's reputation with competitive advantage, so the effort to improve competitive advantage can be conducted by company's reputation improvement. Thus, it needs to be tested empirically on Building Automation System (BAS) industry in Indonesia. Remembering of the previous study result is found that the application of company's reputation and competitive advantage is lack of optimal.

Before examining the impact of company's reputation on competitive advantage, it is conducted a research-model-testing. The first result of examination by statistic means explained the value of Loading Factor of each measurement on the study. The value that produced is X1 = 0.609, X2 = 0.627, X3 = 0.643, X4 = 0.834, X5 = 0.810, X6 = 0.840, Y1 = 0.571, Y2 = 0.723, Y3 = 0.747, Y4 = 0.792, and Y5 = 0.898. The value of Loading Factor on all the measurement of research variable (company's reputation and competitive advantage) is more than 0.5 (valid). Likewise, the value of Composite Reliability where the value of company's reputation is (0.853) and competitive advantage is (0.799) and it is over 0.7, so that it is stated that the two variables are reliable. Model conducted has been passed by validity and reliability process, to emphasize it is stated that the value of Average Variance Extracted (AVE). The result found that the value of AVE of company's reputation is (0.530) and competitive advantage is (0.574), and all of them are over 0.5. By emphasizing of the value, so this research model is stated fit. Here is the research model with the value of Coefficient; it is a result from statistic data processing, as on Picture 3.

Gambar 3. The Study Result



The study result found the existing positive relationship of company's reputation on competitive advantage. It is concluded that by improving company's reputation on Building Automation System (BAS) industry, so it is followed by improving company competitive advantage. If examining from the value of Determination coefficient (R^2), in which it has a value of 49%. It is stated that company's reputation can influence gaining of competitive advantage is quite good, and the rest of others variables that is not discussed in this study. The case that must be concern on company's reputation is business management (X4), competency (X5), and responsibility (X6). In which the third dimensions have a better capacity on company's reputation, compared with other dimensions. So that it needs a specific attention on its dimension. It means that in improving company's reputation, the examining of business management, competency and responsibility becomes the major attention and after that on product and service, work environment, and leadership of CEO. Likewise, with competitive advantage, where it has the major shaper capacity is flexibility and differentiation. After that, the attention can be conducted on time, quality, and cost. By the right of taking decision for Building Automation System industry by management, so it will increase gaining competitive advantage.

The result of this study is emphasized by hypothesis tested, where the value of t_{hitung} (34.910) that is derived bigger from t_{table} (1.96) that has been determined. Based on the result, it emphasizes the study result that there is an influence of company's reputation on competitive advantage significantly. This study is in line with the previous research of Majeed (2011), but it has a different company and completing the previous study. But actually this study has not perfect yet, where there is still another variables that has not be examined and it impacts on the creation of competitive advantage. So it needs to be examined further on other factors which relates to competitive advantage, like diversification (Greenwood et al. 2005) and innovation (Ou and Hsu 2013).

Conclusion

The finding of study has been explained, in which the fact of problems which occurred is gaining of company's reputation and competitive advantage on Building Automation System (BAS) industry in Indonesia is not optimal. Some cases that become an attention in creating of company's reputation, such as: product and service, work environment, leadership of CEO, business management, competency, and responsibility. But the factor that must be concerned is business management, competency, and responsibility, where it has a greater impact in creating of company's reputation. Whereas, in competitive advantage that must be concerned is flexibility and differentiation.

Company's reputation, actually has a positive relationship and it has an impact in gaining of competitive advantage. In line with the previous study from Majeed (2011), it needs a finishing from another examination that supports gaining competitive advantage. In general, a service company can be the study as the benefit information. In which before determining strategy on creating of company's reputation and competitive advantage, needed attention on some factors which support the creation of company's reputation and competitive advantage. Meanwhile, this study is also benefit for other types of company (outside of service) if it wants to improve company's performance through competitive advantage or company's reputation.

This study gives an input for government, where by developing of Building Automation System (BAS) Company in Indonesia. So it will improve energy efficiency, and it supports Indonesia government's effort in facing Global Warming with the effort of Green Building creation. So that supporting from government's regulation is most expected to support the growth of Building Automation System (BAS) industry.

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