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The Effect of Competitive Advantage on Company Performance in the Construction Industry Sector in Indonesia

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Abstract: This study aims to examine the development and application of the theory of electronic customer relationship management (e-CRM), project innovation (PI), project organizational culture (BO), and dynamic capability (KD) in increasing competitive advantage (KB). , and its implications for business performance (KP), moderated by the size of construction companies in Indonesia. The construction sector was the fourth largest contributor to gross domestic product in Indonesia in 2016. However, the company's low competitiveness has resulted in production inefficiency resulting in slower construction growth. This study uses a quantitative method to 200 respondents from PT BCI Asia through an online questionnaire. Data analysis was performed using structural equation modeling (SEM). Based on this study, it was found that (1) there was a significant effect of e-CRM, PI, and KD on family planning; (2) there is an effect of PI, BO, and KD on KP, while e-CRM has no significant effect; (3) there is a significant effect of KB on KP in Indonesian construction companies; (4) KB mediates the effect of e-CRM, PI, BO, and KD on KP; and (5) company size moderates the effect of family planning on KP.

***Keywords*:** Construction, electronic customer relationship management, innovation, organizational culture, dynamic capabilities

I. Introduction

Market competition in construction companies is increasingly competitive and encourages companies to further improve competitiveness. This is due to the increasing number of construction companies, the quality of human resources, technology, and global competition. The number of construction companies in Indonesia continues to increase, as in 2013 where the number of companies was 131,080, and increased to 160.576 in 2018 (see Table 1). An increase in the number of companies without an increase in the number and value of projects leads to a decrease in company efficiency due to weak competitiveness.

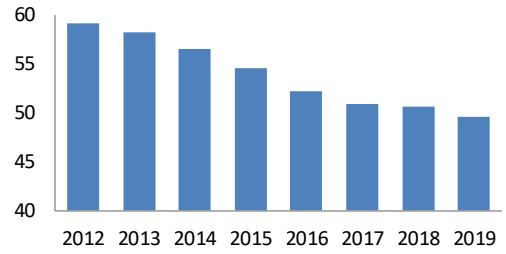

Figure 1. Indonesian Construction Industry EfficiencyIndex

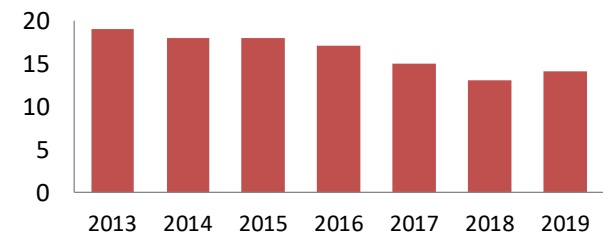

Figure 2. Growth in ProductionValueofthe Indonesian Construction Industry

In addition, the construction industry in Indonesia also experiences a decline in production value every year (see Figure 2) (BPS, 2020). This phenomenon causes a decline in the performance of construction companies in Indonesia. Table 1 also shows the increasing number of construction companies in Indonesia and their comparison to the performance of construction companies.

Year	NumberofConstructionCompanies	Company Performance	
		ROA	CurrentRatio
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: CentralBureauofStatistics (2019)

*Table 1.*NumberofCompaniesand Company Performance

This phenomenon is concerning, because the construction industry has become one of the main contributors to economic development in Indonesia. Construction recorded a contribution to Gross Domestic Product (GDP) of 10.38% in 2018 and became the fourth largest contributor after industry, agriculture and trade (Kementerian PekerjaanUmum dan Perumahan Rakyat, 2017). This encourages the importance of a strategy to increase the production value and productivity of construction companies in Indonesia that focuses on reducing costs or efficiency and increasing output or production effectiveness.

The slowdown and decline in the production value, efficiency, and performance of the construction industry in Indonesia is related to several factors, such as project management, organizational structure, competitiveness strategy, supply, marketing, technical, technological capabilities, and financial capabilities (Lu et al., 2018).

National construction companies tend to be unable to compete with global companies. In 2017 to 2019, there were 37,000 private contractor companies that suffered losses and went out of business (Jannah, 2019). This is due to unhealthy financial conditions, global competition, and delays in technological innovation.

To be able to adapt to these competitive conditions, companies are required to have a competitive advantage, both in terms of costs, uniqueness of the company, or certain targets. These advantages can be obtained with a good portfolio, innovative designs, and the availability of information related to project tender (Polat, 2010). Tarabieh (2016) also supports the need for this adaptive trait to demonstrate a substantial positive relationship between competitive advantage and company success. However,Kumar and Kaur (2016)have a different opinion that there is no significant effect between the two factors. However, there are indications that there is a link between competitive advantage and firm performance.

In order to win the competition, companies need a good marketing strategy, a good portfolio of performance, broad connections, and a flexible funding strategy(Horta & Camanho, 2013).The tight competition is also further strengthened by the dominance of BUMN Karya on strategic government and BUMN projects. The Indonesian Chamber of Commerce and Industry stated that there were 37,000 local private contractors out of business between 2014 and 2018 due to lack of involvement in infrastructure development projects in Indonesia. This is because SOEs and their subsidiaries are in the name of SOE synergies that control construction projects (Baderi, 2019).

In gaining trust, it takes an approach to building relationships by introducing products, capacities, work strategies, scheduling, and important projects. This approach is also known as Customer Relationship Management (CRM). With eCRM, companies can collect and analyze data about consumer patterns, anticipate customer behavior, build predictive models to decide on the best approach, and respond to complaints and information needs in a timely manner using breakthrough marketing technologies(Sinisalo et al., 2005). The use of these technologies can help to create optimal interactions between companies and customers to motivate customers to use services or products loyally (Fjermestad&Romano, 2003). With eCRM capabilities, companies can have the competitiveness to compete in the market (Ab Hamid, 2005). In addition, eCRM can convey information about superior services, latest products, and product advantages owned by the company in order to create good perceptions and consumers(Chaffey, 2009). The implementation of eCRM is expected to increase significant value for companies and customers when the two actors are interconnected(Jih & Lee, 2010).

Based on research byFazlzadeh, Ghaderi, Khodadadi, and Nezhad (2011)it was found that CRM can help to improve company performance. The correlation of the two variables is supported by Coltman, Devinney, and Midgley (2011). However, Siregar (2016)found different things where CRM did not have an effective influence on banking performance in Indonesia. Therefore, the data shows the research gap in CRM research and its relation to business performance.

Another important thing in business competition is product innovation. However, companies in Indonesia tend to be lacking in innovation. According to the Global Innovation Index 2019 by Cornell University, INSEAD, and WIPO, Indonesia has a score of 29.8 and is ranked 85th out of 129 countries, ranking the second lowest in ASEAN. Product innovation is an important variable in this research to find relevance as a meaningful input. (Rutherford & Zaman, 2017)support by mentioning that product innovation can affect a product's competitive advantage substantially and positively. Meanwhile, Lii and Kuo (2016) say that innovation is needed to improve performance. However, (Shouyu, 2017)mentions that innovation does not always improve company performance because there are conditions where employees resist change, so that innovation can potentially disrupt and harm company performance.

The involvement of individuals with negative cultures and attitudes can be a serious threat to project success. In addition, cultural differences also have the potential to cause conflicts related to communication so that it can reduce the team's capacity to achieve project goals(Tijhuis, 2011). Nguyen & Watanabe (2017)place an emphasis on project organization learning and firm performance. Changes in organizational learning can potentially affect the company's performance significantly. However, Ali, Said, Abdullah, and Daud (2017)say that further research is needed on organizational learning and financial performance because the correlation between the two variables is not yet convincing. On the other hand,(Petrakis et al., 2015)say that the influence of organizational learning on the competitive advantage of companies has a strong influence, where this learning becomes a tool in dealing with the economic recession in Europe from 2008 to 2013. Meanwhile,(Djajaatmadja & Anggadwita, 2018)found that organizational learning had the highest score in its contribution to increasing the company's competitive advantage.

In the construction services sector, competition between companies encourages increased creativity and innovation in a project. Rosabeth (1977)says that project organizational culture needs to be considered because it concerns the future of the company itself. While organizational learning is also needed to prevent potential conflicts that can destroy the company instantly (Flamholtz & Randle, 2011).

This organizational learning can also encourage an individual's creative culture. Individual creativity can form a creative culture in groups and organizations as a whole(Erez & Nouri, 2010). However, with the existence of many individuals with different backgrounds, the potential for conflict can also occur and affect the success of the project (Tijhuis, 2019). Project organizational learning requires good management so that it can play a role in controlling conflict, improving the quality of results, and encouraging project innovation and performance in general (Ankrah & Langford, 2005).

Furthermore, it should be understood that changes that occur outside the organization can also affect the company's performance. Hana (2013),argues that the goal of every company is to outperform competitors and attract buyers while retaining current customers.Chukwuemeka & Onuoha (2018) say that the company's capabilities also affect the company's competitive advantage. Aguirre (2011) adds that dynamic capabilities and competitive advantages are needed for the survival of the company. Dynamic capabilities and competitive advantage cannot be separated because they are the basis for companies to adapt in the market.

Despite major research efforts in analyzing the relationship between dynamic capabilities and competitive advantage, there is still a lack of in-depth empirical studies investigating the specific relationship between the two concepts, especially as it concerns Nigerian business settings. As a result, observations of various study reports were made in the field (Ogunkoya, Hassan, &Shobayo, 2014). This creates a research gap so that this variable is interesting to study.

Next,Adiputra et al (2017)prove that competitive advantage and performance are positively and significantly influenced by the dynamic capabilities of the company. They imply that existing resources must be managed properly because it can be a competitive advantage that affects the company's overall performance. This is supported by Kristinawati & Tjakraatmadj (2018) who say that knowledge management alone is not enough, but companies must have dynamic capabilities to adapt and improve company performance. The purpose of this study is to find out how electronic customer relationship management, project innovation, project organization learning, and dynamic capabilities affect company performance through the mediation of competitive advantage.

II. Literature Review

e-CRM

According to Kotler and Armstrong (2008), Customer Relationship Management is the process of building and maintaining profitable customer relationships by providing value and customer satisfaction. In the mid-1990s, CRM has now become eCRM, namely Electronic Customer Relationship Management that utilizes online business processes and data. According to Sutedjo& Philip, eCRM is used by companies to manage relationships between companies and customers using the internet.

Product Innovation

Product innovation is the development of new products or focusing on existing products with differentiated features and functionality that the current offering does not have. Product innovation is seen from two sides, namely the internal side such as knowledge, capacity, resources and technology within the company and the external side, namely based on consumer needs. Innovative products have an important role, customers get new features, designs and functions (Khin, Ahmad &Ramayah, 2020). The company continues to offer products from innovation in gaining a competitive advantage over competitors

CompetitiveAdvantage

Competitive advantage refers to the good things a company does compared to its competitors. According to Porter (2015), companies can achieve competitive advantage by using three strategies, namely cost advantage which refers to the company setting the lowest price compared to its competitors while maintaining quality, differentiation, namely how the company creates products or services that are different from its competitors and focus, namely the company must focus on certain segments with detail.

Firm Performance

Firm Performance is part of organizational effectiveness which includes operational and financial results. In this case, customer satisfaction is clearly an outcome (using a customer-stakeholder perspective) and thus becomes part of the company's performance. Moreover, in today's highly competitive environment, organizations need to protect the long-term interests of customers (Sudhahar et al., 2006).

Value Chain Concept

According to Porter in David (2011), the company's business is represented as a value chain where the total revenue minus the total cost of all actions taken to produce and market a product or service that produces value equals the total revenue. The company will profit if the total revenue exceeds the total costs.

Hypothesis Formulation

H1. Electronic Customer relationship management has a significant positive effect on competitive advantage
A

H2. Project innovation has a significant positive effect on competitive advantage

H3. Competitive advantage has a significant positive effect on firm performance

H4. Electronic customer relationship management has a significant positive effect on firm performance

H5. Project innovation has a significant positive effect on firm performance

H6. Project organizational learning has a significant positive effect on competitive advantage

H7. Dynamic capabilities have a significant positive effect on competitive advantage

H8. Project organizational learning has a significant positive effect on firm performance

H9. Dynamic capabilities have a significant positive effect on firm performance

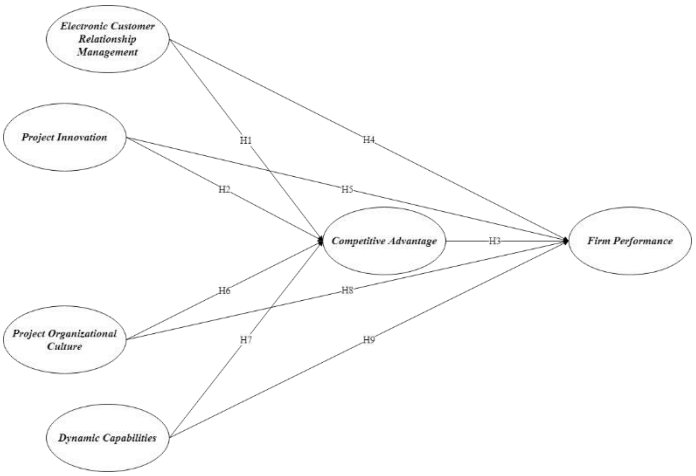

Figure 4. Research Model

III. METHODS

This study uses primary data obtained from online questionnaires distributed to construction companies in Indonesia. The research target population must meet the following criteria, namely (1) a minimum of 2 years, (2) have won a tender, (3) use a big data-based eCRM system and (4) be willing to become research respondents. The researcher uses a stratified random sampling technique that considers the level of a population so that every element in the population

level has an equal chance of being selected. Researchers divide into seven levels based on the size of the company, namely small, medium and large companies. Not only that, this study uses a Likert scale consisting of "Strongly Disagree" (1) to "Strongly Agree" (6). The study also used three methods to collect and verify data through FGDs, questionnaires and in-depth interviews.

Variable	Dimensions	Indicator/Element	Reference
E-Customer Relationship Management (Endogenous 1)	*Information Quality*	*Relevancy* *Sufficiency*	
	Customer service efficiency	*Careful* *Continous*	
	Ease of navigation	*Contentlayout* *Easeof Use*	
Project Innovation (Endogenous 2)	*Design project/product innovation*	Adopting a new design on a project Environmentally friendly project design	(Russel, Tawiah, & Zoya, 2006)
	Process Innovations	Utilization of new technology in the development process Project supervision is carried out using technology	
	Organizational contractual innovation	Work contract innovation with partners that is more flexible The employment contract has clear legal force	
	Financial revenue innovation	Application of accrual-based financial statement design Financial reports are presented in a transparent manner	
Organizational Project Culture (Endogenous 3)	Goal alignment and dependence	The company has clear goals that every employee adheres to Employees have clarity of duties and roles which are contained in the company's SOP	Nguyen and Watanabe (2017)
	Contractor commitment	The company has a commitment to complete its work according to the quality or specifications specified in the project The company has a commitment to complete its work in accordance with the time and cost specified in the project	
	Cooperative orientation	Oriented on cooperation between employees and fields within a company in achieving goals Have good cooperation with partners/other companies involved in a project	
	Orientation to reinforcement	The company provides support internally through supervision from superiors Provide support in freedom of expression	
	Orientation to workers	The company is oriented to pay attention to its employees by providing incentives The company is oriented to pay attention to its employees through providing training	
Dynamic Capabilities (Endogenous 4)	Sensing ability	Companies are able to detect changes in the industry (for example, related to competition, technology, regulations) that have an impact on business continuity The company is able to detect and anticipate market changes to suit client needs	Teece et al. (2016)
	Learning ability	Companies absorb information about technology and market trends from external sources to form the basis for developing ideas Comparative study activities to other branches or across departments to solve common problems	

	Reconfiguration capability	Companies are able to create and acquire new knowledge both from external and internal in order to face challenges and opportunities Companies are able to create and acquire new methods and ways to improve company performance	
Competitive advantage (Exogenous 1)	Financial and economic capacity	With the same specifications, the price of the product/project is cheaper than the competitors, which will increase the competitive advantage the project offers a cheaper and easier payment platform for consumers	Hana (2016)
	Ability to create strategic products	Products have special characteristics that are difficult for competitors to imitate The company offers a higher quality product than its competitors	
	Technology and process capabilities	The company has modern technology-based equipment in project development so as to increase its competitive advantage The buildings the company produces adopt modern technology	
	Organizational skills	Companies move quickly in developing new products compared to competitors The company and employees work together properly and responsibly	
Firm Performance (Exogenous 2)	Financial performance	Our company is able to achieve targeted profits Our company is able to achieve the targeted sales growth rates	Beautiful, (2013)
	Operational Performance	Our company is able to achieve the targeted market share Our company is able to meet customer needs	

Table 2. Dimensions and Indicators of Research Variables

IV. RESULT AND DISCUSSION

ConvergentValidityTest

The use of convergent validity test to determine whether the construct (indicator) has a large proportion of variation or not. The CFA test was carried out by evaluating the loading factor of each indicator used in the study. So that each indicator will show valid results or not. If the result is invalid, the indicator must be removed. The indicator is eligible for the CFA test if it meets the criteria if the CR value is > 1.96, while the Loading Factor or Standardized Loading Estimate > 0.5.

			Estimate	SE	CR	P	Label
X1.10	<---	X1	1,000				Valid
X1.9	<---	X1	, 850	, 198	4,284	***	Valid
X1.8	<---	X1	, 748	, 190	3,937	***	Valid
X1.7	<---	X1	, 915	, 187	4,896	***	Valid
X1.6	<---	X1	, 903	, 218	4,152	***	Valid
X1.5	<---	X1	, 994	, 231	4,307	***	Valid
X1.4	<---	X1	, 780	, 182	4,292	***	Valid
X1.3	<---	X1	1,016	, 213	4,775	***	Valid
X1.2	<---	X1	, 701	, 172	4,081	***	Valid
X1.1	<---	X1	, 861	, 202	4,252	***	Valid

Table 3. E-CRM Variable Convergent Validity Test

Based on the results of the CFA test on the E-CRM variable, it is known that all indicators on the E-CRM variable have a CR value greater than 1.96 (CR > 1.96) and have a standard estimate value greater than 0.5 so that it can be declared quite feasible. to measure the E-CRM variable. It shows that all indicators of loading factor variable values and high validity values meet convergent validity.

Based on the results of Confirmatory Factor Analysis (CFA) on the Project Innovation variable, it can be explained as in the following table:

			Estimate	SE	CR	P	Label
X2.12	<---	X2	1,000				Valid
X2.11	<---	X2	, 975	, 096	10,109	***	Valid
X2.10	<---	X2	, 927	, 096	9,627	***	Valid
X2.9	<---	X2	, 892	,	7,450	***	Valid

				120			
X2.8	<---	X2	, 869	, 094	9,197	***	Valid
X2.7	<---	X2	1,174	, 119	9,846	***	Valid
X2.6	<---	X2	, 815	, 098	8,288	***	Valid
X2.5	<---	X2	1,100	, 115	9,604	***	Valid
X2.4	<---	X2	, 786	, 112	7,038	***	Valid
X2.3	<---	X2	, 864	, 105	8,236	***	Valid
X2.2	<---	X2	, 925	, 130	7,135	***	Valid
X2.1	<---	X2	, 833	, 114	7,330	***	Valid

Table 4. Convergent Validity Test of Project Innovation Variables

Based on data from the results of the CFA test on the Project Innovation variable, it is known that all indicators on the Project Innovation variable have a CR value greater than 1.96 (CR > 1.96) and have a standard estimate value greater than 0.5 so that it can be concluded that this test quite feasible to measure the Project Innovation variable. It shows that all indicators of loading factor variable values and high validity values meet convergent validity. Based on the results of the Confirmatory Factor Analysis (CFA) analysis on the Organizational Culture Project variable, it can be explained as in the following table:

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

Table 5. Convergent Validity Test of Project Organizational Culture Variables

The CFA testing results on Project Organizational Culture variables show that all indicators in Project Organizational Culture variables have a CR value greater than 1.96 (CR> 1.96) and have a standardized estimate value greater than 0.5 so that it can be said to be quite feasible to measure Project Organizational Culture variables. This shows that all indicators of variable loading factor values and high validity values meet convergent validity.

The Confirmatory Factor Analysis (CFA) analysis result on the Competitive advantage variable is explained in the following table:

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

Table 6. Convergent Validity Test of Variables Competitive advantage

Based on the results of the CFA test on the Competitive Advantage variable, all indicators on the Competitive Advantage variable have a CR value greater than 1.96 (CR > 1.96) and have an estimated value greater than 0.5 so that it can be said that it is quite feasible to measure the advantage variable. compete. This has proven that all indicators of loading factor variable values and high validity values meet convergent validity.

Variable descriptive analysis

The method used in this study shows that almost all respondents answered somewhat agree to agree on the question regarding ECRM. Predictable because our respondents are aware of the importance of utilizing ECRM with the aim of improving better company performance, given that they have used big data-based ECRM systems. They also note the importance of project innovation, project organizational culture, and competitive advantage.

ECRM Variables

The following is a picture of respondents' answers based on respondents' answers to the questionnaire related to the ECRM variable

Indicator	**SD**	**D**	**SWD**	**SWA**	**A**	**SA**

	F	%	F	%	F	%	F	%	F	%	F	%	Means
X1.1	1	0%	31	9%	5	1%	146	42%	147	42%	20	6%	4,33
X1.2	0	0%	20	6%	25	7%	177	51%	123	35%	5	1%	4,19
X1.3	0	0%	20	6%	23	7%	98	28%	165	47%	44	13%	4,54
X1.4	0	0%	14	4%	21	6%	140	40%	153	44%	22	6%	4,42
X1.5	0	0%	36	10%	12	3%	88	25%	169	48%	45	13%	4,50
X1.6	0	0%	24	7%	33	9%	104	30%	149	43%	40	11%	4,42
X1.7	0	0%	25	7%	11	3%	160	46%	145	41%	9	3%	4,29
X1.8	1	0%	21	6%	28	8%	171	49%	112	32%	17	5%	4,21
X1.9	0	0%	28	8%	33	9%	163	47%	109	31%	17	5%	4,15
X1.10	0	0%	24	7%	39	11%	132	38%	120	34%	35	10%	4,29
Means													4,34

Note. SD = Strongly Disagree, D = Disagree, SWD = Somewhat Disagree, SWA = Somewhat Agree, A = Agree, SA = Strongly Agree

Table 7. Frequency Distribution of Variable Answer Variable

Based on the above table can be known that the ECRM variable consists of 10 items. Items that got the highest average value are the 3rd item with a value of 4.54. While items that get the lowest or-level equation are the 9th items with a 4.15 value, the average obtained from 10 ECRM variable items is 4.34.

Indicator	SD		D		SWD		SWA		A		SA		
	F	%	F	%	F	%	F	%	F	%	F	%	Means
X2.1	0	0%	0	0%	0	0%	110	31%	199	57%	41	12%	4,80
X2.2	2	1%	0	0%	6	2%	163	47%	176	50%	3	1%	4,49
X2.3	0	0%	0	0%	0	0%	69	20%	225	64%	56	16%	4,96
X2.4	0	0%	2	1%	2	1%	200	57%	142	41%	4	1%	4,41
X2.5	2	1%	0	0%	7	2%	26	7%	265	76%	50	14%	5,01
X2.6	0	0%	2	1%	0	0%	66	19%	270	77%	12	3%	4,83
X2.7	0	0%	0	0%	15	4%	33	9%	241	69%	61	17%	4,99
X2.8	0	0%	0	0%	0	0%	31	9%	246	70%	73	21%	5,12
X2.9	0	0%	2	1%	8	2%	193	55%	138	39%	9	3%	4,41
X2.10	0	0%	0	0%	5	1%	38	11%	271	77%	36	10%	4,97
X2.11	0	0%	0	0%	7	2%	28	8%	268	77%	47	13%	5,01
X2.12	0	0%	0	0%	18	5%	100	29%	212	61%	20	6%	4,67
Means													4,81

Note. SD = Strongly Disagree, D = Disagree, SWD = Somewhat Disagree, SWA = Somewhat Agree, A = Agree, SA = Strongly Agree

*Table 8.*Distribution of Variables Project Variable Project Innovation

Based on the table above, it is known that the Project Innovation variable consists of 12 items. With the average calculation, the item that gets the highest average score is the 8th item with a value of 5.12. While the items that got the lowest average score were items 4 and 9 with a value of 4.41. Furthermore, the overall average obtained from the 12 project innovation variable items is 4.81.

Indicator	SD		D		SWD		SWA		A		SA		Means
	F	%	F	%	F	%	F	%	F	%	F	%	
X3.1	0	0%	0	0%	0	0%	33	9%	220	63%	97	28%	5,18
X3.2	0	0%	0	0%	0	0%	58	17%	256	73%	36	10%	4,94

X3.3	0	0%	0	0%	5	1%	20	6%	292	83%	33	9%	5,01
X3.4	0	0%	0	0%	0	0%	80	23%	252	72%	18	5%	4,82
X3.5	0	0%	0	0%	0	0%	156	45%	172	49%	22	6%	4,62
X3.6	1	0%	3	1%	0	0%	194	55%	121	35%	31	9%	4,50
X3.7	0	0%	0	0%	4	1%	39	11%	201	57%	106	30%	5,17
X3.8	0	0%	0	0%	0	0%	89	25%	147	42%	114	33%	5,07
X3.9	2	1%	0	0%	3	1%	48	14%	173	49%	124	35%	5,18
X3.10	0	0%	0	0%	9	3%	14	4%	227	65%	100	29%	5,19
X3.11	0	0%	0	0%	5	1%	31	9%	239	68%	75	21%	5,10
X3.12	0	0%	0	0%	0	0%	54	15%	226	65%	70	20%	5,05
X3.13	0	0%	0	0%	0	0%	49	14%	197	56%	104	30%	5,16
X3.14	0	0%	0	0%	0	0%	87	25%	149	43%	114	33%	5,08
Means													5,00

Note. SD = Strongly Disagree, D = Disagree, SWD = Somewhat Disagree, SWA = Somewhat Agree, A = Agree, SA = Strongly Agree

Table 9. Distribution of Variables Project Answer Project Organizational Culture

Based on the table above, it is known that there are 14 indicators in the Project Organizational Culture variable, in the average calculation, the 10th item has the highest average value of 5.19. While the indicator that gets the lowest average value on the Project Organizational Culture variable is the 6th item with an average of 4.550. While the overall 14 variables of the Organizational Culture Project Indication show 5.00

Indicator	**STS**		**TS**		**ATS**		**AS**		**S**		**SS**		**Means**
	F	%	F	%	F	%	F	%	F	%	F	%	
X4.1	0	0%	5	1%	5	1%	42	12%	231	66%	67	19%	5,00
X4.2	0	0%	0	0%	10	3%	52	15%	259	74%	29	8%	4,88
X4.3	0	0%	0	0%	1	0%	47	13%	232	66%	70	20%	5,06
X4.4	2	1%	8	2%	10	3%	33	9%	232	66%	65	19%	4,94
X4.5	0	0%	0	0%	0	0%	155	44%	165	47%	30	9%	4,64
X4.6	0	0%	0	0%	5	1%	42	12%	255	73%	48	14%	4,99
X4.7	0	0%	0	0%	10	3%	43	12%	238	68%	59	17%	4,99
X4.8	0	0%	0	0%	1	0%	100	29%	234	67%	15	4%	4,75
X4.9	0	0%	0	0%	10	3%	29	8%	235	67%	76	22%	5,08
X4.10	0	0%	5	1%	0	0%	71	20%	222	63%	52	15%	4,90
Means													4,92

Note. SD = Strongly Disagree, D = Disagree, SWD = Somewhat Disagree, SWA = Somewhat Agree, A = Agree, SA = Strongly Agree

*Table 10.*Distribution of Variables Dynamic Capabilities

Based on the table above, it is known that there are 10 indicators on dynamic ability, calculated on average the 9th item has the highest average value of 5.08. While the indicator that gets the lowest average value on dynamic ability is the 5th item with an average value of 4.64. Meanwhile, all 10 indications of Dynamic Capabilities connection show 4.92.

Indicator	**SD**		**D**		**SWD**		**SWA**		**A**		**SA**		**Means**
	F	%	F	%	F	%	F	%	F	%	F	%	
M1.1	0	0%	41	12%	10	3%	151	43%	115	33%	33	9%	4,25
M1.2	0	0%	30	9%	26	7%	186	53%	79	23%	29	8%	4,15
M1.3	0	0%	58	17%	20	6%	145	41%	106	30%	21	6%	4,03
M1.4	0	0%	10	3%	22	6%	159	45%	103	29%	56	16%	4,49

M1.5	0	0%	78	22%	21	6%	140	40%	78	22%	33	9%	3,91
M1.6	0	0%	12	3%	28	8%	58	17%	214	61%	38	11%	4,68
M1.7	0	0%	19	5%	22	6%	80	23%	167	48%	62	18%	4,66
M1.8	0	0%	63	18%	12	3%	187	53%	65	19%	23	7%	3,92
M1.9	0	0%	17	5%	15	4%	138	39%	122	35%	58	17%	4,54
M1.10	0	0%	38	11%	26	7%	135	39%	94	27%	57	16%	4,30
Means													4,29

Note. SD = Strongly Disagree, D = Disagree, SWD = Somewhat Disagree, SWA = Somewhat Agree, A = Agree, SA = Strongly Agree

Table11. Distribution of Variable Firm Performance

Based on the table above, it is known that there are 10 indicators on the company's performance variable, calculated on average the 6th item has the highest average value of 4.68. While the indicator that gets the lowest average value on the company's performance variable is the 5th item with an average value of 3.91. Meanwhile, all of the 10 indicators of the company's variables show 4.29.

Indicator	SD		D		SWD		SWA		A		SA		Means
	F	%	F	%	F	%	F	%	F	%	F	%	
Y1.1	0	0	39	11%	5	1%	167	48%	85	24%	54	15%	4,31
Y1.2	0	0	49	14%	1	0%	99	28%	138	39%	63	18%	4,47
Y1.3	0	0	32	9%	10	3%	191	55%	112	32%	5	1%	4,14
Y1.4	0	0	16	5%	11	3%	159	45%	129	37%	35	10%	4,45
Y1.5	0	0	31	9%	9	3%	222	63%	86	25%	2	1%	4,05
Y1.6	0	0	5	1%	14	4%	43	12%	215	61%	73	21%	4,96
Means													4,40

Note. SD = Strongly Disagree, D = Disagree, SWD = Somewhat Disagree, SWA = Somewhat Agree, A = Agree, SA = Strongly Agree

Table 12. Distribution of Competitive Advantage

Based on the table above, it is known that there are 6 indicators in the calculated competitive advantage variable, the 6th item has the highest average value of 4.96. While the indicator that gets the lowest average value on the competitive advantage variable is the 5th item with an average value of 4.05. While overall the 6 Competitive Advantaging Variable Indicators are 4,940.

4.1. Evaluation of SEM Assumption

4.1.1. Normality Evaluation

The critical value (C.R) of skewness has been used to determine the univariate normality test, while the critical value (C.R) of Kurtosis has been applied to test for multivariate normality. The normal distribution will be fulfilled if the CR value is in the range of ± 2.58 at a significance level of 0.01, both univariate and multivariate tests. The results of the data normality test are presented in the following table.

Variable	min	max	skew	c.r.	kurtosis	c.r.
Y1.1	2,000	6,000	-,442	-,957	,039	,092
Y1.2	2,000	6,000	-,828	-,852	,117	,272
Y1.3	2,000	6,000	-,953	-1,434	,846	1,968
Y1.4	2,000	6,000	-,528	-1,456	,700	1,630
Y1.5	2,000	6,000	-1,009	-1,697	,684	1,920
Y1.6	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

Variable	min	max	skew	c.r.	kurtosis	c.r.
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
X4.4	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	4,000	6,000	-,179	-,831	-,713	-1,659
X3.12	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

Variable	min	max	skew	c.r.	kurtosis	c.r.
Multivariate					3,667	2,032

*Table13.*Normal Evaluation

Based on the table above, the CR Skewness value is outside the range of ± 2.58, it can be concluded that the univariate normality data does not match. The multivariate test has shown a CR value of 2.032, which is categorized as multivariate data with normal distribution. From the results of these data can be said to meet the requirements for the normality test. The purpose of holding a model fit test is to find out whether the model studied is appropriate or not. The identification of suitability was carried out by testing several fit indexes for the CMIN/DF (=3.297), GFI (=.980), AGFI (=.840), TLI (=.851), CFI (=.974), and RMSEA (=. 033). The results of the research model fit model can be summarized in the model suitability model.

Based on the results of the fitness facility, it shows that the Chi-Square value obtained is 1977,521 which means that it does not meet the required conditions. However, this value is marginally acceptable and can perform further analysis by looking at the values of GFI, AGFI, CFI, and RMSEA. Those who have met the criteria well, then the analysis can be done. Based on these results, the model in this study as a whole meets the criteria as a fit model.

In testing the research hypothesis. Tests were carried out on the proposed hypothesis. The T-Value value is used to test the hypothesis with a significance level of 0.05. The t value in the AMOS program is the critical ratio (CR) value on the regression weight of the Fit Model. If the value of criticratio

The matching test index	Result	Cut Off Value	Information
Chi-Square	1977,521	It is expected to be small	Poor
Probability	0,059	Good Fit (>0,05)	Good Fit
CMIN/Df	3,297	Good fit (≤ 2)	Marginal Fit
GFI	0,9980	Good fit (≥ 0,9)	Good Fit
AGFI	0.840	Good fit (≥ 0,9) Marginal fit (0,8 ≤ AGFI ≥ 0,9)	Marginal Fit
TLI	0,851	Good fit (≥ 0,9)	Marginal Fit
CFI	0,974	Good fit (≥ 0,9)	Good Fit
RSMEA	0,033	Good fit (< 0,08)	Good Fit

Table 14. The result of the model of conformity model (Goodness of Fit)

(C.R) ≥ 1.967, or the probability value (p) ≤ 0.05, then Ho is rejected (the research hypothesis received).The processing of by AMOS to the whole model can be seen in the table as follows:

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

Table 15. Hypothesis testing

To clarify the meaning of hypothesis analysis, the results of hypothesis testing in this study are explained as follows:

ECRM Effects on Competitive Advantage

Testing hypothesis 1, it is stated that ECRM has a positive and substantial effect on competitive advantage. This is based on the results of the analysis of the CR value of 4.158 and the value of 0.000. The CR value is greater than 1.96 (4.158> 1.96), while the P value is smaller than 0.05 (0.000 <0.05) indicating that ECRM has a significant effect on competitive advantage. The estimated positive value (0.709) indicates that the effect given by ecrm is positive. The results of hypothesis testing show that hypothesis 1 (H1) accepted.

Influence Project Innovation to Competitive Advantage

Based on the results of testing hypothesis 2, it shows that there is a positive and significant effect of Project Innovation on Competitive Advantage. This can be seen from the CR value of 2.423 and the P-Value of 0.025. The CR value is greater than 1.96 (2.423 > 1.96) and the P-Value value is less than 0.05 (0.025 < 0.05) which indicates that there is a significant effect between Project Innovation on Competitive Advantage. The positive estimated value (0.233) indicates the effect given that project innovation is positive. The results of hypothesis testing show that hypothesis 2 (h2)

accepted.

Influence Project Organizational Culture on Competitive Advantage

Based on the results of testing hypothesis 3, namely the influence of Project Organizational culture on Competitive Advantage, it shows that organizational culture has a positive and substantial influence on competitive advantage. This can be seen from the CR value of 2.424 and P-Value of 0.015. The CR value is greater than 1.96 (2.424 > 1.96), and the P.015 (0.015 < 0.05) value indicates that there is a significant influence of organizational culture on competitive advantage. The estimated value of a positive value (0.316) indicates that the Project Organizational Culture is positive. The results of the hypothesis test show that hypothesis 3 (H3) accepted.

Influence of Dynamic Capabilities against Competitive Advantage

Based on the results of testing hypothesis 4 about the effect of Dynamic Capabilities on Competitive Advantage, it shows that Dynamic Capabilities have a positive and substantial effect on Competitive Advantage. This can be seen from the CR value of 4.01 and the value of 0.000. The CR value is greater than 1.96 (4.001>1.96) and the P-Value is smaller than 0.05 (0.000<0.05), indicating that Dynamic Capabilities have a significant influence on competitive advantage. The results of the hypothesis test show that hypothesis 4 (h4) accepted.

The effect of competitive advantage against firm performance

Based on the results of testing hypothesis 5, it has been shown that competitive advantage has a positive and significant effect on company performance. This can be seen from the CR value of 4.140 and the value of 0.000. The CR value is greater than 1.96 (4.140> 1.96) and the P-Value is smaller than 0.05 (0.000 <0.05), which indicates that there is a significant effective competitive advantage on the company's performance. The estimated positive value (0.759) indicates that the effect given by competitive advantage is positive. The results of the hypothesis test show that hypothesis 5 (H5) accepted.

ECRM Effects on Firm Performance

Based on the results of testing hypothesis 6, it shows that ECRM has a positive and substantial effect on company performance. This can be seen from the CR value of 3,479 and the P-value of 0.000. The CR value is greater than 1.96 (3.479> 1.96) and the P-Value is smaller than 0.05 (0.000 <0.05), indicating that ECRM has a significant effect on company performance. The estimated positive value (0.533) indicates that the effect given by ECRM is positive. The results of the hypothesis test show that hypothesis 6 (H6) accepted.

Influence Project Innovation on Firm Performance

Based on the results of testing hypothesis 7, namely the effect of Project Innovation on Company Performance, it shows that Project Innovation has a positive and substantial effect on Company Performance. This is indicated by the CR value of 4.627 and the value of 0.000. The CR value is greater than 1.96 (4.627> 1.96), and the P-Value is smaller than 0.05 (0.000 <0.05), which indicates that Project Innovation has a large effect on Company Performance. The estimated value of a positive value (0.670) indicates that the impact of project innovation is positive. Therefore, the results of hypothesis testing indicate that hypothesis 7 (H7) accepted.

Influence Project Organizational Culture on Firm Performance

Based on the results of testing hypothesis 3, it has been shown that the organizational culture project is positive and not significant on company performance. This can be seen from the small CR value of 0.165 and 0.869. The CR value is greater than 1.96 (0.165 < 1.96), and the P-Value is greater than 0.05 (0.869 > 0.05) which indicates that the project organizational culture has no effect on company performance. The estimated value of a positive value (0.316) indicates that the Project Organizational Culture is positive. The results of the hypothesis test show that hypothesis 8 (h8) was rejected.

Influence of Dynamic Capabilities for Firm Performance

Based on the results of testing hypothesis 9, Dynamic Ability has a positive but not significant effect on Company Performance. This can be seen from the small CR value of 0.165 and 0.869. The CR value is greater than 1.96 (0.165 < 1.96) and the P-Value is greater than 0.05 (0.869 > 0.05) indicating that Dynamic Capabilities have no effect on Company Performance. The estimated positive value (0.316) indicates that the potential effect of dynamic capability is positive. Therefore, the results of the hypothesis test show that hypothesis 9 (H9) was rejected.

V. CONCLUSION

Researchers support research from Polat (2010)andBasheer & Tarabieh (2011) about competitive advantage in construction companies will improve company performance. Companies must own and increase value so that performance can be seen by potential customers. Researchers see that in winning the competition, companies must improve their ability to face challenges in the market and the latest innovations so that companies can be different from other companies.

Not only competitive advantage, research also considers electronic customer relationship management, project innovation, project organizational culture and dynamic capabilities. All factors have an influence on the competitive advantage of construction companies in Indonesia. Researchers see that organizational culture is considered unfavorable for companies to compete but it is expected that project organizational culture can affect company performance and companies also need to maximize relationships with electronic customers in improving their company performance. In this technological era, construction companies are expected to take advantage of technology with the aim of improving performance and building good

relationships with customers.

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