

Psycap and Marketing Innovation Impact on Start up Sustainable Competitive Advantages in Adopting Technology Disruption

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Abstract: The startup business in Indonesia has grown quite rapidly in recent years. However, there are a number of problems the startup faces. One of the various problems faced, are funding, infrastructure, mentor networks, markets and technology disruption. Technological disruption has succeeded in transforming old technology that previously used more physical to digital technology that can produce a number of completely new things, which are more useful and more efficient, in a short period of time. To absorb all changes from technological disruption, psychological capital is also needed to absorb all changes quickly. The need for psycap is motivated by the desire to make a profit and for the organization to remain competitive, so companies need to manage talent and train professionals to become better leaders and subordinates and to become employees who can think innovatively and contribute to achieving organizational goals. Observation and evaluation of changes in the dynamic corporate environment are essential inputs and sources for the development of a sustainable competitive advantage related to strategy in the field of marketing and in the area of strategic management. Thus, research on the concept of sustainable competitive advantage is needed in order to analyze the technology disruption impact on the sustainable competitive advantages stages of start up in Indonesia. This study examine how psycap and innovation in marketing impact on sustainable start-ups competitive advantage in Indonesia, 390 startup were taken as samples from 20.692 startup population in Bandung City, using quantitative method and partial least square, the result shown that 82,7% psycap and marketing innovation impact to startup sustainability competitive advantages in Bandung City, Indonesia.

Keywords: Start up , Inovation, Sustainable Competitive Advantages, PsyCap, Technology Disruption

1. Introduction

The emergence of the Industrial Revolution 4.0 is also marked by high connectivity of information systems and the emergence of various artificial intelligences that allow industry to move with little input from humans. The concept of the Industrial Revolution 4.0 which is happening all over the world then results in revolutionary changes. A system based on the application of the latest digital technology, gives rise to the Internet of Things (IoT), cyber-physical-systems, Big Data, and various other services that utilize Information Technology. Schwab (2016) state digital intelligence is the main key to being able to survive in this 4.0 Industrial Revolution Era, by utilizing the Internet of Things (IoT) and combining it with technology, which makes the biological, physical, and digital dimensions difficult to distinguish. 4.0, the Industrial Revolution's era is marked by the transition to being all digital and the massive use of Artificial Intelligence in various fields of human life, especially in the economic field.

Pilian (2018: 322) discover that the way of thinking and the human perspective has changed, because of the ability of technology that is able to present anything in real time. At this time, we can see and get all information easily, even though it is hindered by long distances

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through digital electronic media. Visuals or images dominate space and time, have a very large memory power, compared to touching or hearing, and being a place to store visual images. Technological disruption has succeeded in transforming old technology that previously used more physical technology into digital technology that can produce a number of completely new things, which are more useful and more efficient, in a short period of time. This shift to digital systems then results in all human activities leading to digital technology experiments. Although technological disruption provides various challenges in human life, technological disruption can also provide a number of benefits. Technological disruption is known to bring about a change from old technology that used to be more physical to use digital technology more often, and produce a number of completely new things, which are more useful and more efficient, in a short period of time. One of the roles of technological disruption, if used appropriately and wisely, is to bring progress to human life. An important thing that must be considered and cannot be separated if you want to benefit from technological disruption is ethics in the use of technology, which takes into account certain times and needs. The development of technology in the digital era 4.0 also demands the ability to learn and adapt quickly, so that new ideas related to digital technology can be found to produce various achievements.

A research result conducted by QS Top Universities together with the University of the Witwatersrand (2019), states that in the future, human resources or workers will be required to have a technological mindset and digital literacy skills, in order to be able to compete with competitors and adapt current development. This can be done by building digital intelligence, which basically instills a technological mindset and digital literacy in various sectors of human life. From the results of this study, we can see that the disruption of technology which has brought human life to become completely digital can bring benefits for humans to be able to work and compete in the future. Because, with all these changes towards digitalization, humans are indirectly building digital intelligence. Digital intelligence is also known to be needed to create a more developed society. With the presence of the internet, people can efficiently, productively, and effectively innovate that can advance the nation. In short, it can be said that technological disruption can bring Indonesia into a developed country, if people can use it properly and appropriately. Saad (2019) described that the public can also enjoy the transition to being all digital, for example, various kinds of information that were previously displayed conventionally, are now no longer displayed conventionally, but have turned into digital form. A number of examples of information displayed in digital form, namely Facebook, WhatsApp, or Instagram.

Startup businesses are often associated with businesses that have a vision to disrupt the industry and change the world and do it all on a grand scale. To carry out this disruption, startups usually use technology to support exponential development. However, actually a startup in the literal sense is a pioneering company or a company that is just starting. These startups start with different new ideas and provide solutions to problems. It should be noted that to build a startup, a relatively large initial capital is required. At the beginning of the startup, the founders often financed their own initial capital and did not rely on money from outside investment, or what is often called bootstrapping. The startup will then require investment from the right investors so that the company can continue to grow (Hasanudin, 2020).

Indonesia has great potential for startup development. Indonesia alone has produced 12 unicorns (startups with a valuation above USD1 billion) from 47 unicorns from all over Southeast Asia so far. Compared to Malaysia and Thailand, which just had unicorns in 2021, Indonesia is one of the fastest growing countries in the startup business.



Figure 1. Indonesian Unicorn Companies
(source :Timeddoors Indonesia, 2021)

The Merah Putih Fund is present as a government initiative to help fund startups that have the potential to become unicorns, the Indonesian Ministry of SOEs even predicts the emergence of 25 unicorn startups in the next few years. This initiative has provided around USD 300 million or equivalent to Rp. 4.3 trillion which is ready to be invested. Several startups in Indonesia are businesses that have succeeded in disrupting the industry and to this day continue to grow the number of users. For example, startups that have sprung up in the travel business sector, before the startup, finding a hotel was quite difficult and often required the help of a travel agency in order to find the right hotel. However, since the emergence of startups in this field, hotel searches can be done in the palm of your hand from anywhere. All of these start-ups can develop their business through funds from venture capital or venture capital (Hasanudin, 2020).

The arrival of digital startups or startups does not just appear. The beginning of the startup appeared in 1998, starting from various businesses through a personal website as the first medium. This was supported by the development of the internet at that time, where people had begun to be technology literate and increasingly fond of finding information and doing things online. According to Lopez, in Steiber (2020) said that the arrival of digital technology changed every industry in such a way that when the emergence of innovation was needed to compete in the competition for digital company startups. Within 20 years of reform, startups have become a business model with a promising investment value. According to the results of research conducted by Google with A.T. Kearney in September 2017, said that the investment value of digital startups touched IDR 40 trillion in the first quarter of 2017. Chamdani (2019) a treasurer of the Indonesian Venture Capital and Startup Association said that the starting point for the formation of an ecosystem in investing in digital startups began in 2010. Tokopedia received fresh funding from East Ventures, PT Telekomunikasi Indonesia also funded Plasa.com which has now changed to Blanja.com. This was followed by a Singapore company, Northstar Group, investing in Gojek where the startup is one of the Unicorns in Indonesia. This proves that the potential for startup development in Indonesia is very good for the future.

Indonesia is one of the countries that has given birth to many startup companies. The data above was taken as of March 2019, where the number of startups in Indonesia reached 2,074 companies and occupied the fifth position in the world. This puts Indonesia in the second position after India which gave birth to the most startups in the Asian region., it's just a matter of how young people (Generation Z) want to start and look for these opportunities. Before talking about Generation Z, there is a phenomenon where the number of the workforce has increased to 1.73 million people compared to 2019 (BPS, 2020). Then, in the last year unemployment in Indonesia increased by 60 thousand people (BPS, 2020). This shows that there is an increase in the need for employment in Indonesia. In relation to the need for employment in Indonesia, there is an important role of the management function, namely recruitment. Recruitment must be carried out properly so that each selected human resource is the best human resource from other human resources. Indonesia is one of the countries in the world that will employ Generation Z on a large scale because of the demographic bonus (Anggraeni & Agia, 2020).

Digital transformation is not impossible to encourage Indonesian start up to achieve sustainability in managing their business, especially the City of Bandung. The success or failure of an organization depends on the ability of leaders to influence their subordinates by inviting and convincing them to participate in developing the company. The role of the entrepreneurial leader in an effort to achieve the goals (vision and mission) of an organization has an influence on change and corporate decision making. In building industrial relations between company management and workers, leaders must be able to bring their company in a better direction in order to have resilience in a competitive environment and win the competition. Although we often see that entrepreneurial leaders often experience conflicts of interest or disputes in relation to industry. These disputes are sometimes very detrimental to both parties, for example: workers demand proper welfare and employers object to it. This has a logical consequence that if employee welfare increases, the company's operational costs will swell (Meryana, 2013).

From the other side of the business, the critical challenges above may be more easily solved if we interpret competitive advantage as an opportunity that must be seized. This needs to be accompanied by efforts to develop attitudes that are more sensitive and adaptable to changes in the environment around the company. However, from an organizational perspective, this is a bit more difficult. Business managers and leaders must be able to create a cohesive corporate identity that is managed. We all know that the disruption that has

occurred has resulted in enormous changes in the business and business sector. The first digital disruption was able to "shake up" the incumbent's big business model that was previously solid and strong, more over the startup. To maintain sustainable excellence and surviving the disruption era, every component in the company, especially top managers is important to know what things are needed to realize sustainable excellence. Toor and Ofori (2010) described observation and evaluation of changes in the dynamic corporate environment are essential inputs and sources for the development of a sustainable competitive advantage that related to strategy in the field of marketing and in the area of strategic management. This source of marketing innovation summarizes 3 (three) stages, namely revising alternative strategies, developing marketing sources, and adjusting the company's competitive style with opportunities and threats in the market. Another source is psychap, a positive psychological state of the individual, and is characterized by self-efficacy, optimism, hope, and resilience (Luthans et al., 2007).

According to Luthans et al. (2007), employees' psychological capital is affected by the organizational support climate. The psychological capital they possess, as well as their job performance and likelihood of survival, rise with the level of assistance they receive. According to research conducted by Pan and Zhu (2018), when individuals are subjected to environmental pressures as well as intense work-family conflicts, those with lower levels of psychological capital are more likely to survive, whereas those with high levels of employment psychological capital are more likely to remain optimistic. Psychological capital can do this by enhancing employees' senses of self-efficacy and setting optimistic expectations. Employees can be successfully used to help them gain confidence through persuasion, motivation, and model behavior. Increase the successful resources of the staff through the intervention of the work process in order to avoid the risk of failing to improve their work efficiency (Cole et al., 2009). Human capital and social capital, in addition to the aforementioned economic capital, are the sources of enterprises' competitive advantage. Additionally, the discovery and clarity of psychological capital has led to an increasing number of startups realizing that the active psychological status of staff members, positive psychological quality, and attitude is an additional significant source of corporate competitive advantage. According to Pan and Zhu (2018) and Klewitz and Hansen (2014), startups are well-positioned to innovate more radically and compete favorably than large firms, particularly in a niche market. Psychological capital outperforms traditional economic capital, human capital, and social capital, has its own unique advantages, and it is the true source of enterprise value. (Schilir, 2015) Innovation does not only come from large corporations but also from dynamic startups.

As a continuation of the company's outward focus, Hoffman (2000) argues that companies can succeed in implementing sustainable competitive advantages by combining skills and resources in unique and enduring ways. This was done by another researcher, Ren, et al (2010) who identified sources of sustainable competitive advantages through marketing innovations of companies in China. They continued, in general there are 3 (three) sources of sustainable competitive advantages in a company, namely: (1) the market environment in which the company is located (2) company resources (3) company processes for continuous innovation. From these three sources, continuous innovation is a unique factor for every company to achieve sustainable competitive advantages. As a dynamic process, marketing innovation has strong potential to lead to sustainable competitive advantages through 3 (three) stages, namely: revising alternative strategies, developing marketing sources, and adapting the competitive style to opportunities and threats in the market. The successful experience of implementing a marketing innovation strategy is Huawei, a telecom solution provider company in China (Ren, et al, 2010). The same was said by Johanessen and Olsen (2009), who agreed that innovation is viewed as a source of long-term competitive benefits. This situation demonstrates the growing significance of innovation in helping businesses gain long-term competitive advantages. A company's requirement to manage talent and train professionals to become better leaders and subordinates as well as employees who can think creatively and contribute to the fulfillment of organizational goals stems from the drive to make money and maintain the organization's competitiveness (Toor and Ofori, 2010). Based on previous studies and the phenomenon above, research questions are designed as follows:

RQ1 : Psychap Impact on Sustainable Competitive Advantages

RQ2 : Marketing Innovation Impact on Sustainable Competitive Advantages

2. Literature Review

Psychological Capital

Psycap, which alludes to an individual's positive mental state, is described by self-viability, good faith, trust, and flexibility (Toor and Ofori, 2010). Some of the following conditions will cause a psycap to appear: Positive and comparatively unique in the world of organizational behavior, (2) grounded in theory and research, (3) testable, for instance through questionnaires, (4) dynamic and developable through specific interventions, and (5) supportive of sustainable performance (Toor and Ofori, 2010). Another definition of psychological capital is "a state of positive psychological development characterized by (a) having the confidence (efficacy) to take and make the necessary efforts to succeed in challenging tasks; (b) persistent in achieving goals and, when necessary, looking for help from others to achieve goals (hope) to succeed; (c) make a positive attribution (optimism) about current and future success; and (d) when problems and adversities are overwritten, they continue and try to return and even rise (resilience) to achieve success" (Peterson, et.al, 2011).

Each phrase that describes the idea of psychological capital is defined as follows: Effectiveness is first. Beliefs of an individual on his capacity to fully accomplish a specific activity in a specific context by mobilizing the necessary motivation, cognitive resources, and actions (Peterson et.al, 2011). Next is hope. The interactive combination of According to Peterson et al. (2011), (a) agency (energy directed toward goals) and (b) routes (plans for achieving goals) produce a positive motivational state based on a sense of success. Optimism comes next. Positive future expectations that can be built, as well as an attributional style that interprets positive events through internal drives that are enduring and resilient and negative events through external drives that are ephemeral and casuistic (Peterson et al., 2011). The capacity for resilience ranks fourth. the capacity to overcome adversity, conflict, failure, or even positive experiences, progress, and greater responsibility (Peterson et al., 2011). The psychological capital measurement used in numerous studies is shown in Figure 2.

| Dimensions | Author | Structural elements |
|------------|-------------------------------|---|
| 2 | Goldsmith(1997)etc | Self-esteem,Control point |
| 3 | Luthans(2006)etc | Hope,Optimism,Resilience |
| | Jensen(2006)etc | Hope,Optimism,Resilience |
| | Larson(2004)etc | Self-efficacy, Optimism, Tenacity |
| 4 | Jensen(2003)etc | Hope,Optimism,Self-efficacy, Resilience |
| | Judge(2001)&Cole (2006)etc | Self-esteem, Self-efficacy, Control-points, Emotional stability |
| | Luthans(2005,2007)etc | Hope, Realistic optimism, Self-efficacy, Resilience |
| 5 | Avey(2006)etc | Hope,Optimism,Self-efficacy,Resilience |
| | Letcher(2004)etc | Emotionalstability, Extroversion, Openness, Pleasantness and Sense of responsibility |
| | Page(2006)etc | Hope, Optimism, Self-efficacy, Resilience, Integrity |

Figure 2. Psychological Capital Structure and Measurement

Marketing Innovation

Marketing innovation, according to Quaye and Mendsah (2018), is a new paradigm for global business trends that have shifted the flow of innovative ideas partially from producers to consumers. On the other hand, marketing innovation is defined as significant enhancements to product packaging, new media, new pricing, and new sales strategies (Moreira et al., 2012). According to a study by Yeh-Yun Lin and Yi-Ching Chen (Woschke et al., 2007), manufacturing SMEs use marketing innovation as one of the most important forms of innovation to turn profits from their products and determine the company's innovation focus. 2017). Consequently, product design and packaging fall into four categories of marketing innovation, as identified by Stoi (2007). Thus, SMEs need to have a few assets and capacities to go about as an impetus for changing and changing current techniques to keep up with and work on upper hand. These studies include Moreira et al. (), Youtie (2006), Moreira and Silva (2010), and Woschke et al. (2012a) 2014).

The second strand of marketing innovation is price innovation. SME pricing innovation is the process by which a business employs novel and novel pricing strategies, according to Wang (2015) and Ili and colleagues (2014). Wang (2015). Conditions like fluctuating demand and the introduction of a new interactive online pricing system like social networking sites and websites define SME pricing. The findings of Carson et al. 2014) Small and medium-sized businesses (SMEs) also employ a price differential pricing strategy in which they charge distinct customers distinct prices for the same products. The price differential strategy includes factors like the nature of the business relationship, awareness of market conditions,

product conditions, and the SME. Other SMEs also use new bottle shapes, flavors, sizes, and designs to improve product designs and packaging in order to differentiate their prices.

The development of cutting-edge pricing tools necessitates key strategic marketing resources and capabilities, such as employees with the necessary expertise, high-quality data, and knowledge. In order to establish prices that are just and agreeable to the business, its clients, the market, and the industry, innovative pricing must take into account employee capabilities in addition to all relevant primary and secondary factors. The objective of the imaginative valuing framework for little and medium-sized organizations is to acquire and keep clients' faithfulness to further develop business execution.

The findings of Ili et al. Innovative promotion calls for significant shifts in media tactics and symbols that are distinct from the company's previous usage. As indicated by Salehi (2012), SME directors have effectively used traditional advertising systems to allure clients to buy their contributions. S ledzik, on the other hand, found evidence to the contrary and argued that traditional methods of promotion give the impression of being overly polished, aggressive, and unresponsive to the specific requirements of customers. The power of the digital age has changed how people buy and use products, so these issues are obvious (Ili et al., 2014), and as a consequence, consumers are now resistant to all forms of marketing (Lendel and Varmus, 2013). Additionally, Resnick et al. state the physical "verbal" is being supplanted by web-based entertainment and "expression of mouse", directors of little and medium-sized organizations (SMEs) have additionally gone to interpersonal interaction destinations and stages like WhatsApp, Facebook, Google+, and YouTube to publicize their merchandise and lay out connections. These social network platforms can be used by small and medium-sized businesses (SMEs) to create online selling and ordering platforms for their goods.

Sustainable Competitive Advantage

According to Bucken et al. (2013), sustainable development is development that meets the needs of the present without jeopardizing the capacity of subsequent generations to satisfy their own requirements. Every resource-related activity, including consumption and business, must begin to consider the well-being of future generations if sustainable development is to be pursued. According to Bocken et al. (2014), a company must focus on the following business development characteristics in order to achieve a sustainable economy: 1) The business system is created by encouraging efficient use of energy, water, and other resources and reducing consumption. 2) A system that prioritizes environmental and community benefits over economic expansion; 3) Changing the framework to reusing inclinations with the goal that not much is passed on to squander or tossed into the climate. Repurposed, repaired, and remade items are used. 4) A system that emphasizes sharing and collaboration rather than aggressive competition 5) Systems that emphasize experience delivery and functionality 6) A work environment that is satisfying and gratifying for everyone and that improves human creativity and skills To create sustainable value, you can start with new product designs and ensure that environmental design criteria are met. According to Gevold (2011), this entails and necessitates more sustainable solutions from vendors, intermediaries, and retailers and consumers, as well as their motivation and education. The need for global economic, social, and environmental sustainability poses challenges to health, well-being, and poverty eradication. Moderation of excessive consumption in emerging and developing nations will necessitate new socioeconomic systems that take into account the connections between population, consumption, and the environment (Bocken et al., 2014). Social (people), environmental (planet), and economic (profit) aspects are crucial components of this sustainable business model.

The point of view used to comprehend business model innovation that improves organizations' economic, environmental, and social performance. In order for a business to successfully implement this sustainable business model, it may face numerous obstacles. As indicated by Battistella et al (2018), basically organizations should be ready to contemplate the accompanying difficulties: (1) In the context of a value proposition, the integration of technological innovation with business model innovation and the implementation of the triple bottom line 2) With regard to the creation of value, which includes altering mentalities, resource management, and methods and tools. 3) In relation to externals, specifically in the context of value capture.

From the results of the literature search and research phenomena, the research framework is formulated as follows :

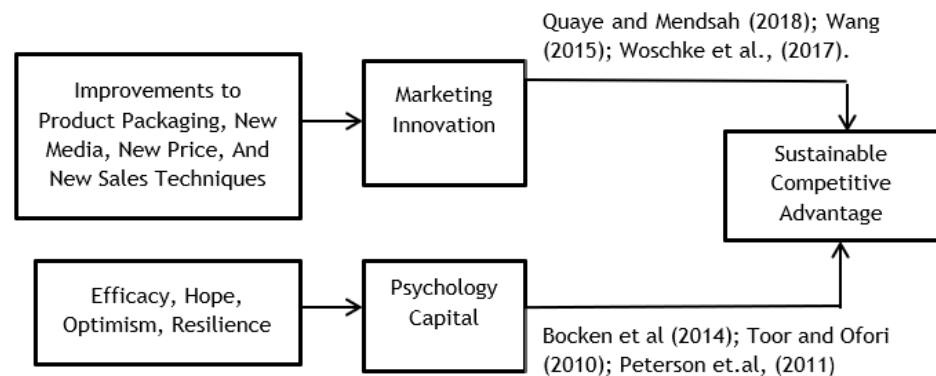


Figure 3. Research Framework

3. Methodology

This study is a explanatory quantitative study. Research model was analyzed using the Partial Least Square (PLS) method and assisted by SmartPLS 3.0 software. The Population in this study are startup registered in Bandung City Industry and Trade Service as much as 20,692 startup (data for startup in Bandung city 2022, March). Primary data obtained from distributing questionnaires to respondents (startup) in the city of Bandung to test the research variables using propotionale stratified clustered random sampling. Determination of the sample using the Slovin formula:

$$n = N / (N(d)^2 + 1)$$

$$n = 20.692 / (20.692 (0.05)^2 + 1) = 390 \text{ samples}$$

$$N = \text{Population}, n = \text{sample}, d = 95\% \text{ precision value (5\% Alpha level)}$$

In addition to being able to explain intricate structural models, the PLS model can be used to predict a construct that is constructed from multiple variables. The loading factor value is used to evaluate the item's reliability (the validity indicator) for convergent validity. The correlation between a question item's score and the construct indicator score that measures the construct is shown by the loading factor, a number. Validity is defined as a loading factor value greater than 0.7. However, Hair et al. (2017)) state that for a preliminary examination, a matrix loading factor of approximately 0.3 is thought to have met the minimum level, a loading factor of approximately 0.4 is thought to be better, and a loading factor that is greater than 0.5 is typically thought to be significant. The limit loading factor used in this study is 0.5.

Hypothesis Research :

1) H01 : $\beta_{ii} = 0$, Psycap Impact on Sustainable Competitive Advantages

H1 : $\beta_{ii} \neq 0$, Psycap does not impact on Sustainable Competitive Advantages

2) H02 : $\beta_{ii} = 0$, Marketing Innovation Impact on Sustainable Competitive Advantages

Advantages

H1 : $\beta_{ii} \neq 0$, Marketing Innovation does not impact on Sustainable

Competitive Advantages

Reference
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3. Result and Discussion

Table 1.3 shows that the majority of indicators in each variable in this study have a loading factor value greater than 0.50 and are considered valid based on the results of data processing with SmartPLS. In addition, the cross loading value construct's measurement was used in the Discriminant Validity test. The cross stacking esteem shows the extent of the relationship between's each build and its markers and other develop block pointers. If the correlation between constructs and indicators is higher than the correlation with indicators from other construct blocks, the discriminant validity of a measurement model is good.

Table 1. Loading Factor

| | Competitive Sustain... | Marketing Innovatio... | Psycap_ |
|--------------------|------------------------|------------------------|---------|
| Efficacy | | | 0.83 |
| Hope | | | 0.73 |
| Improvement | | 0.52 | |
| New Price | | 0.86 | |
| New Sales | | 0.89 | |
| Nw Media | | 0.86 | |
| Optimism | | | 0.84 |
| Resilence | | | 0.78 |
| Value Capture | 0.87 | | |
| Value Creation | 0.90 | | |
| Value Propositi... | 0.68 | | |

Source : Data Running by SMART PLS, 2022

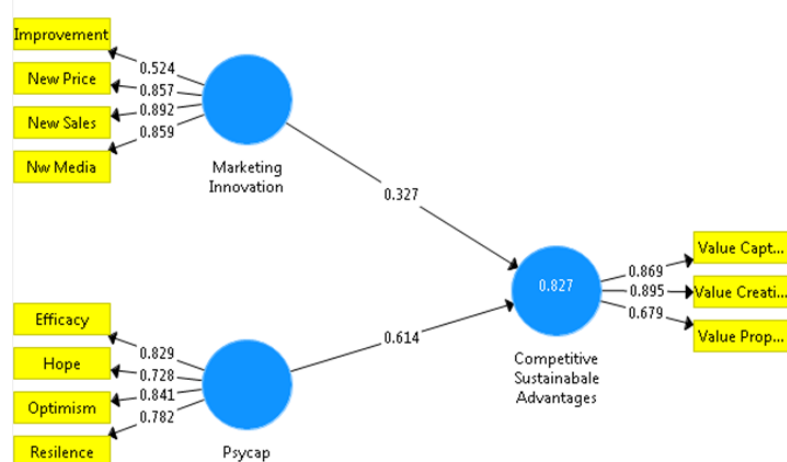
After processing the data using SmartPLS 3.0, the results of composite reliability can be seen in Table 1.2:

Table 2. Construct Reliability and Validity

| | Cronbach's Al... | rho_A | Composite Rel... | Average Varian... |
|-------------------|------------------|-------|------------------|-------------------|
| Competitive Su... | 0.76 | 0.81 | 0.86 | 0.67 |
| Marketing Inno... | 0.80 | 0.86 | 0.87 | 0.64 |
| Psycap_ | 0.81 | 0.82 | 0.87 | 0.63 |

Source : Data Running by SMART PLS, 2021

In addition, the Structural Model, also known as the inner model, is used to test the hypothesis with PLS. The research model's latent variables are compared and contrasted using the inner model. The significance of in the structural model hypothesis: 1) the path coefficient, 2) the T statistics, and 3) the value of the R-squared. With an Adjusted R2 value of 0.828, the two predictor variables can account for 828,8% of the startup sustainable competitive advantages variable. The fact that the predictor variables have an effect on the response variable simultaneously is indicated by the significance value of F of 0.000, which is less than 0.05. The predictor variable has a partial effect on the response variable, Hypotheses 1, as the significance value of t for the two variables is 0.034, which is less than 0.05. H0's claim that the Psycap has a significant impact on long-term competitive advantages is accepted. Hypotheses 2 The claim that H0 : marketing innovation has a significant impact on long-term competitive advantages is accepted. The startup Sustainable Competitive Advantages data and the factors that affect it in 2022 are used in this study. Figure 3 depicts the test results.

**Figure 4.** Hypothesis Testing Results Using Partial Least Square

This result support Quaye and Mendsah (2018); Bocken et al. (2014) ; Wang (2015); that describe how organizations react, operate and adapt to any change determines the survival of the company. Change is an inevitable process whether on a personal or organizational level. It is also associated with risk, and therefore must be managed effectively in order to be a successful person. Woschke et al., (2017) combines several studies in creating an excellent and sustainable organizational performance model, in this performance model combining the synergy of organizational culture, talent management and organizational agility.

This research results describe that by increasing readiness for change, startup can strengthen their adaptability mechanisms and build their internal competencies to deal with future uncertainties. Startup sustainable competitive advantages can be assessed by many different constituencies, resulting in many different interpretations of successful performance. Furthermore, this research support Bocken et al. (2014) in term each startup has a unique set of conditions, making performance measurement situational. Three specific areas of startup results have been used in startup measurement. This includes (a) financial performance (profit, return on assets, return on investment, etc); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.) good organizational performance index) of an organization. From this perspective, successful startup sustainable competitive advantages can be equated with successful value creation for common stockholders.

4. Result and Discussion

To achieve a sustainable competitive advantage requires a balanced synergy between dimensions that build constructs, the psychological, cognitive and emotional dimensions represent work engagement, the dimensions of innovation, attention, outcome, orientation, competitiveness and adaptivity represent organizational culture, dimensions of transparency, accountability, responsibility, independence and fairness represent compliance, the product dimension. process, marketing represents innovation, dimensions of product effectiveness, uniqueness, product differentiation and cost leadership represent sustainable competitive advantages. All dimensions forming this construct are bound by the financial, technological, communication and growth and learning capabilities of the organization Every organization is unique. The way organizational resilience is implemented is also unique, but research has shown that there are common attributes and behaviors exhibited by organizations that survive and thrive during times of change and uncertainty. The difference in the survival system is only distinguished by the increase in research power that produces data and input for organizational strategy, maximizing output, performance and organization, this way of surviving is called progressive. Competition can also be done to determine the organization's research strategy. In a broader definition, sustainability relates to the impact of actions taken at this time, with various choices available in the future.

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