The Effect of Organizational Culture and Company Asset on the Competitive Strategy of the Diving Industry in Indonesia

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Abstract:

Purpose: This study aims to examine the influence of organizational culture and company assets on the competitive strategy of the diving industry in Indonesia.
Design/Methodology/Approach: This study uses quantitative methods. The unit of analysis is a dive operator in Indonesia. The observation unit is the management of dive operators in Indonesia which can be represented by middle-level managers or management. According to the Indonesian Diving Tourism Business Association (PUWSI), in 2017 there were 284 dive operators. In this study, a sample of 50 respondents was used. Primary data is obtained from the results of direct research in the field, namely data from questionnaires distributed to dive operators in Indonesia. Data and information collected at the time horizon are cross section one shoot. Causality research is used to obtain an evidence of a causal relationship between variables, using Partial Least Square (PLS).
Findings: The research findings show that organizational culture and company assets influence the competitive strategy of the diving industry. Company assets have a more dominant influence than organizational culture in improving competitive strategy.
Practical Implications: This finding is expected to have implications for the management of diving industry companies in Indonesia as an alternative model of solutions in improving a competitive strategy based on the development of company assets and organizational culture.
Originality/Value: The aspects that must be the first priority in developing company assets are intangible assets, while in developing organizational culture, management needs to prioritize the development of stability and control within the organization.

Keywords: Organizational culture, company asset, competitive strategy.

JEL codes:

Paper type: Research article.

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1. Introduction

Diving tourism is one of the marine tourism which in the last four years has increased from the original 25 destinations in 2014 to 35 destinations in 2017, and is projected to increase to 45 destinations in 2019. Within one year there are an estimated 5,000 yachts entering Indonesia with needs to carry out marine tourism activities, from the Pacific Ocean and the Atlantic Ocean (Ministry of Tourism of The Republic of Indonesia, LAKIP 2016). Marine tourism is the cornerstone of tourism development in Indonesia. The Ministry of Tourism set a foreign exchange target of 4 billion US dollars in 2019. As much as 60% of marine tourism is coastal tourism, 25% is sea tourism such as cruises, yachts, and 15% underwater tours namely snorkeling and diving.

Scuba diving is one of the important forms and components of marine based tourism (Dimmock, 2007; Garrod, 2008). One focus of the diving tourism business is experience. Experience is a benefit gained in every tourism industry. The process of tourists to be able to carry out diving activities, which must go through education first, know basic techniques, operate equipment, to make diving trips in a destination, provide opportunities for diving business players to be able to explore tourist experiences. Diving tourism businesses are required to not only provide excellent experience in providing core services; diving and marine life, but also supporting additional products such as transportation, accommodation, and friendship experiences (Dimmock, 2013).

In order to be able to provide superior experience compared to other companies, an appropriate competitive strategy is needed. According to Wheelen and Hunger (2018), the generic competitive strategy of Porter (XXXX) is intended to outperform other companies in an industry. However, based on the results of empirical studies obtained from the preliminary study, it is obtained a description of the phenomenon:

- The competition in the dive tourism business is increasingly complex. More and more diving businesses, both in the form of 100% foreign investment, and travel agents, especially from abroad that offer Indonesia as a destination for consumers by working with foreign service providers operating in Indonesia.
- Non-legal foreign workers in the diving industry also cause unfair business competition and can threaten local service providers. The Bali Professional Divers Association has also repeatedly complained about the problem of violating a residence permit and work permit to immigration.
- Generally dive tourism businesses use differentiation-based strategies due to large growth and many competitors so that the ability to set prices tends to be the same, and products are easily obtained through various channels, so it is less optimal in implementing low cost strategies.

The organization is a collection of unique resources and capabilities that form the basis of the company's strategy formulation and the ability to obtain above-average

results (Hitt, Ireland and Hoskisson, 2015). The importance of company assets was also conveyed by Pearce and Robinson (2015) that tangible assets, intangible assets, and organizational capabilities are able to utilize these assets form unique resources for companies that are fundamentally different from other companies. Meanwhile, based on the results of an empirical study, a description of the phenomenon of the problem is not yet optimal ownership of company assets owned by dive operators, with indications:

- The number of professionals at the highest level (course directors) who train professional instructor candidates to develop recreational diving training in Indonesia is increasing, but it is relatively not yet fully adequate.
- Some dive operators have not paid much attention to their resources, such as the quality of equipment, infrastructure, and human resource competencies.
- Utilization of destinations for diving tourism promotion activities is not accompanied by education and conservation programs for the community and visitors, so the destinations tend to be exploited with mass tourism which has the potential to damage the sustainability of natural resources.

On the other hand, the diving tourism industry in Indonesia has not been able to fully develop the organizational culture. Schein (2010) defines organizational culture as a pattern of basic assumptions shared by a group of people as they learn to solve problems of external adaptation and internal integration, which work effectively enough to be considered valid, and are therefore taught to all new members as the correct way of looking at, think, and feel about these problems.

There is a measurement tool used to assess and map organizational culture, namely OCAI. OCAI stands for Organizational Culture Assessment Instrument, which is an instrument for measuring organizational culture based on the "Competing Values Framework". This instrument is a theory development to understand culture and organizational phenomena. This instrument was developed and introduced by American researchers, Cameron and Quinn (Nummelin, 2006). Cultural measurement by OCAI includes two main dimensions, namely the dimension that distinguishes effectiveness criteria by focusing on flexibility, freedom, and dynamic, with effectiveness criteria that emphasize stability and control, and the dimension axis in the form of flexibility and discretion which is stability and control. This dimension distinguishes the effectiveness by focusing on internal orientation, integration, and oneness with effectiveness criteria on external orientation, differentiation and competition. Meanwhile, based on the observations, it is obtained an illustration that the culture of the company is not yet optimal, with indications that are:

- Some companies in the diving tourism industry tend not to be able to focus on the efforts to develop an internal orientation and internal integration in dealing with business competition. The company has not been able to focus on the interacting and competing with outsiders from organizational boundaries.

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- The operators tend to be unable to maintain organizational stability and resilience in facing the industrial competition and internal turmoil.

Based on this background, this study aims to examine whether there is an influence of organizational culture and company assets on the competitive strategy of the diving industry in Indonesia.

2. Literature Review

2.1 Organizational Culture

Schein (2010) defines organizational culture as a pattern of basic assumptions that are shared by a group of people when they learn to solve problems of external adaptation and internal integration, which work quite effectively so that they are considered valid, and are therefore taught to all new members as the correct way of looking, thinking, and feeling about these problems.

According to Schein (2010), culture consists of artifacts, espoused values, and basic underlying assumptions. The term artifacts refers to physical dimensions that look like organizational structures, work processes, relationships, and buildings, workspaces, and other things that are considered important. "Spoused values" point to handle values that are explicitly stated, such as strategies, goals, philosophy, and foundation of organizational policy. Basic underlying assumptions are various beliefs, perceptions, thoughts, and feelings, which are not recognized and accepted as truth and eventually become the final source of values and actions that need not be questioned.

Williams *et al.* (2007) stated that organizational culture is a pattern of basic assumptions and beliefs shared by members of the organization and is a consistent solution that can work well for a group in dealing with external and internal problems, so that it can be taught to new members as a perception, thinking and feeling in relation to these problemst.

2.2 Company Assets

Resources consist of tangible resources and intangible resources. Tangible resources can be observed and calculated such as production equipment, manufacturing facilities, distribution centers and formal reporting structures. Whereas intangible resources blend into the company which is formed from accumulated experiences over a long period of time so that it is relatively difficult to analyze or imitate competitors (Hitt, Ireland and Hoskisson, 2015). In line with the opinion of Pearce and Robinson (2015), tangible assets are the most easily identified assets and are often found in company balance sheets, in the form of production facilities, raw materials, financial resources, real estate and computer devices. Intangible assets are assets that cannot be touched and cannot be seen but are very important for the

company in its efforts to achieve competitive advantage. Intangible assets such as brand name, company reputation, organizational morals, technical knowledge, patents and trademarks and accumulated organizational experience.

In line with the above opinion, Hubbard and Beamish (2011) revealed that company resources consist of tangible assets and intangible assets. Tangible assets are easily identified, such as land, buildings, factories and financial equipment and assets such as cash and the ability to borrow. While intangible assets are difficult to identify, especially those relating to values, for example brands, organizational reputation, organizational knowledge and experience, individual skills and intellectual capital. Similar opinion was conveyed by Thompson *et al.* (2014) that company resources are competitive inputs or assets for companies that cover two categories, namely tangible assets and intangible assets. Taking into account the research analysis unit, based on the comparability of the dimensions of the company's assets, then in this study company assets are measured using dimensions consisting of tangible assets and intangible assets.

2.2 Competitive Strategy

Based on Hitt, Ireland and Hokisson (2015), to position itself more competitive than its competitors, companies must decide whether to perform activities differently or perform different activities. The company can choose five business-level strategies to build and maintain the desired strategic position compared to its competitors cost leadership, differentiation, focus on cost leadership, focus on differentiation, and integrated cost leadership or integrated differentiation. It is strengthened by the opinion of Pearce and Robinson (2015) that the concept of generic strategy from Michael Porter is the core idea of how a company can compete in the best way in its market. There are several sources of competitive advantage, namely low cost strategies, differentiation, speed-based strategies, and market focus.

Taking into account the analysis unit of this study, based on the comparison of the dimensions of the competitive strategy, in this study the variable is measured by the dimensions of the cost leadership strategy, differentiation strategy, and speed-based strategy.

2.3 Hypothesis Development

Previous research shows the role of organizational culture in competitive strategies. Nebojša Janićijević (2012) found that organizational culture influences the formulation of strategy through the determination of information gathering, perceptions and interpretations. Organizational culture through the process of legitimacy, facilitate, or deactivate strategy implementation. Tasgit, Senturk, and Ergun (2017) also found that company culture influences business strategies. The most important type of company culture that has an impact on proactive strategies is adhocracy culture. Bogdanowicz (2014) found that organizational culture made the

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basis for desired behavior, corporate identity, and external image. In the context of strategic choice, in an industry where it is important to innovate on new products and respond quickly to customer needs, corporate culture can be "valuable" accompanied by collaboration, flexibility, risk taking, and creativity. Florence, Juma and Barrack (2012) found that organizational values influence the company's sustainable competitive advantage.

Previous research also shows the role of company assets in competitive strategy. Grimaldi and Cricelli (2009) found that key intangible factors create company value and suggest the application of corrective strategies. Ivanova and Ivanov (2015) found that the resource-based view model presents an internal foundation for creating and maintaining competitive advantage by acquiring, using, managing, and sharing resources, organizational capabilities, knowledge and learning. Based on the description, the following hypothesis is arranged:

H1: Organizational culture and company assets influence the competitive strategy of the diving industry in Indonesia.

3. Methodology

This study uses quantitative methods. The unit of analysis is a dive operator in Indonesia. The observation unit in this study is the management of dive operators in Indonesia who can be represented by middle-level managers or management. According to the Indonesian Diving Tourism Business Association (PUWSI), in 2017 there were 284 dive operators. In this study a sample of 50 respondents was used. Primary data is obtained from the results of direct research in the field, namely data from questionnaires distributed to dive operator operators in Indonesia where the variables asked include organizational culture, company assets, and competitive strategy. The source of the questionnaire compilation refers to the theory of category rating scale from Dunn and Rankin (1983) with the highest positive scale answer mapping (5) and the lowest negative scale (1) as revealed in the questionnaire attachment. Because the data and information that will be collected directly at the scene empirically at a certain time namely in 2019, the observations in this study using time horizon are cross section one shoot, (Sekaran, 2010; Malhotra, 2010). Causality research is used to obtain evidence of a causal relationship between variables (Malhotra, 2010). This analysis is to answer the research objectives, using Partial Least Square (PLS).

4. Results And Discussions

4.1 Goodness of Fit

The proposed model measures the relationship between dimensions and indicators as well as construct research variables. The values are used to test the validity and reliability. This analysis can be explained by the value of discriminant validity,

loading factor, Construct Validity, and Composite Reliability. Discriminant validity is explained by the value of square root of average variance extracted (AVE). The recommended value is above 0.5. Construct Validity is explained by the loading factor value. According to Chin (2000), if the loading factor of the measurement model is greater than 0.50, or the calculated t value of the loading factor is greater than the t table value at significance level of 5%, then the dimension can be declared as valid in measuring variables. Composite Reliability and Cronbachs Alpha are used to see the reliability or level of dimension reliability in measuring research variables. If the value of Construct Reliability and Cronbachs Alpha is greater than 0.70 (Nunnaly, 1994), then the dimensions and indicators are declared as reliable in measuring research variables.

Table 1. *Goodness of Fit*

No.	*Goodness of Fit*	*Value*	**Acceptable goodness of fit**	**Conclusion**
	Absolute Fit Measures			
1	*Chi Square*	291.15	*P –value* >0.05	Close Fit
	Normed Chi Square (x2/df)	*P -value =* 0.12941		
2	*Goodness of Fit Index (GFI)*	0.90	>0.8	Close fit
3	*Adjusted Goodness of Fit Ind ex (AGFI)*	0.87	AGFI> 0.8	Close fit
4	*Root Mean Square Error of Approximation (RMSEA)*	0.022	RMSEA≤ 0.08 (good fit) RMSEA< 0.05 (*close-fit*)	Close fit

Source: *Primary data processed 2019.*

The p value of Chi-Square in this study is $0.12941 > 0.05$ (α), then according to the Chi-Square index, the suitability of this research model is good (Hair *et al.,* 2010). The RMSEA value of this research model is 0.022 which shows the overall fit of the model is quite good. RMSEA value is said to be very good if it is smaller than 0.05, meaning that based on RMSEA value, the estimated value has a good precision. The Goodness of Fit Indices (GFI) and Adjusted Goodness of Fit Ind. Ex (AGFI) > 0.80, and Root Mean Square Error of Approximation (RMSEA) and RMR values less than 0.05, so it can be concluded that the research model is appropriate with empirical conditions.

a. Analysis of structural model:
Based on the results of calculations using SEM (Structure Equation Model), the structural model framework is as follows:

$$COMPSTRGY = 0.25ORGCULT + 0.58COMASSET + \zeta_1$$

The following can be seen the complete path diagram model of the research model and the t-value of the research results.

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Figure 1. *Research Model*

Chi-Square=291.15, df=265, P-value=0.12941, RMSEA=0.022

Figure 2. *t value*

Chi-Square=291.15, df=265, P-value=0.12941, RMSEA=0.022
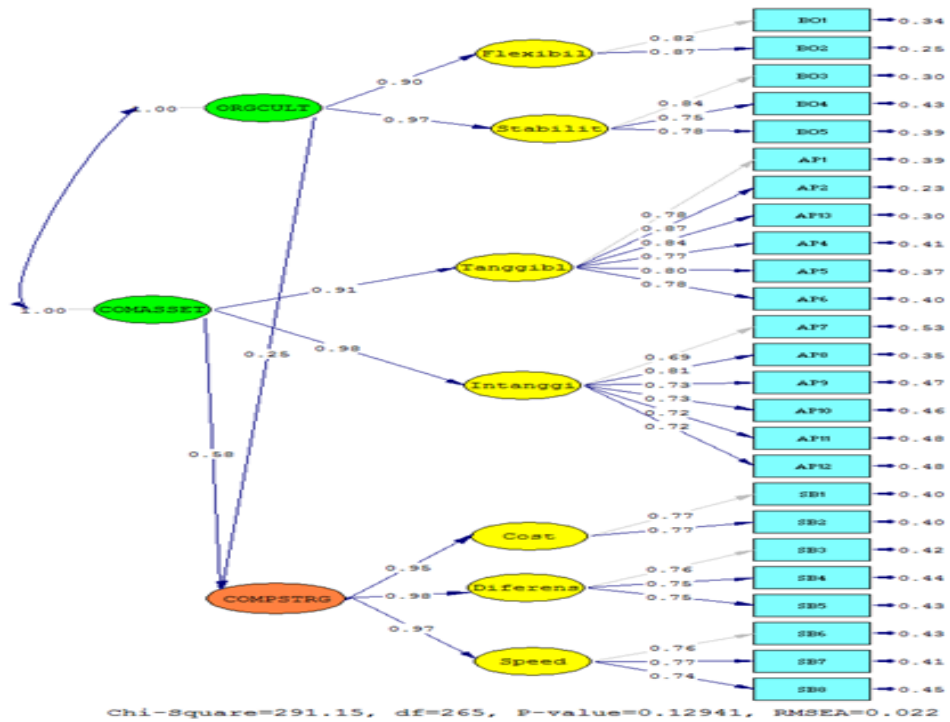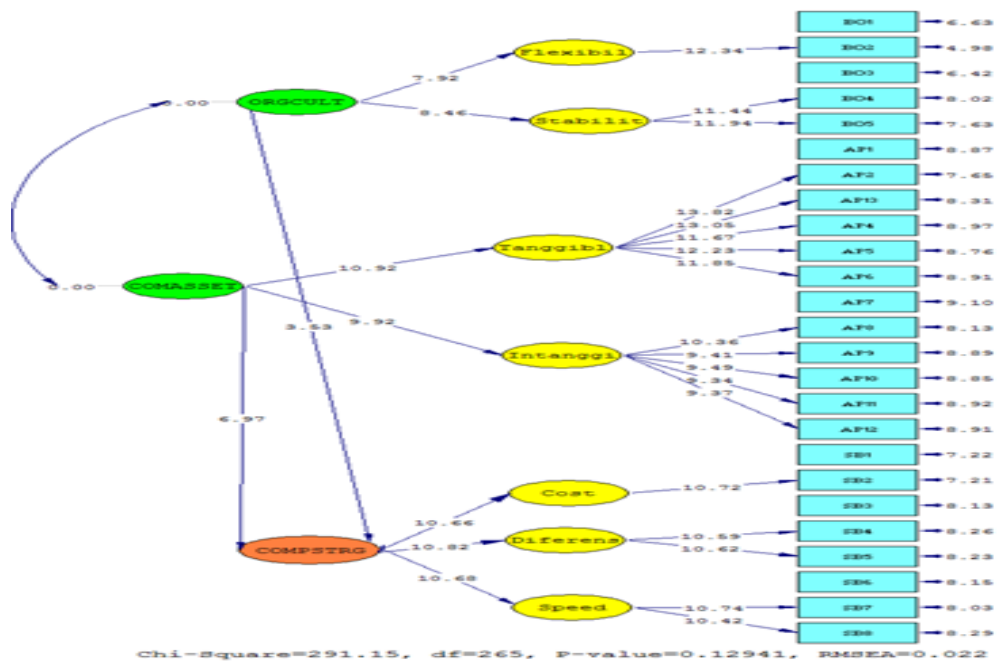
b. Analysis of Measurement model

The analysis of the relationship between indicator variables and their latent variables is called as the measurement equation, which explains the validity and reliability of each indicator, as shown as follows:

Table 2. *Measurement model*

Variable	Dimension	Indicator	Standardized Loading (l)	t value	Error Variance (e)	Construct Reliability (CR)	Average Variance Extracted (AVE)
Organisation Culture	Flexibility & Discretion		0.90	7.92	0.19	0.94	0.72
		BO1	0.82	-	0.33		
		BO2	0.87	12.34	0.24		
	Stability & Control		0.95	8.46	0.10	0.89	0.58
		BO3	0.84	-	0.29		
		BO4	0.75	11.44	0.44		
		BO5	0.78	11.94	0.39		
Company Asset	Tanggible Asset		0.89	10.92	0.21	0.92	0.65
		AP1	0.78	-	0.39		
		AP2	0.87	10.36	0.24		
		AP3	0.84	9.41	0.29		
		AP4	0.77	9.49	0.41		
		AP5	0.80	9.34	0.36		
		AP6	0.78	9.37	0.39		
	Intangible Asset		0.98	9.92		0.88	0.54
		AP7	0.69	-	0.52		
		AP8	0.81	10.36	0.34		
		AP9	0.73	9.41	0.47		
		AP10	0.73	9.49	0.47		
		AP11	0.72	9.34	0.48		
		AP12	0.72	9.37	0.48		
Competitive Strategy	Cost Leadership		0.95	10.66	0.10	0.74	0.59
		SB1	0.77	-	0.41		
		SB2	0.77	10.72	0.41		
	Diferensiation Strategy		0.98	10.82			
		SB3	0.76	-		0.87	0.69
		SB4	0.75	10.59	0.44		
		SB5	0.75	10.62	0.44		
	Speed		0.97	10.68	0.06		
		SB6	0.76	-		0.80	0.57
		SB7	0.77	10.74	0.41		
		SB8	0.75	10.42	0.43		

Source: *Calculation results with SmartPLS (2019).*

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The results of construct measurements (dimensions and variables) can be seen from the value of the loading factor. *Standardize loading* (λ) > 0.50, meaning that the indicators and dimensions have a good enough validity to explain latent constructs (Hair *et al.,* 2010; Ghozali, 2008). Another requirement that must be met is that the resulting loading factor must be significant, this can be seen from t value > t table (1.98). The results show that for all three variables, each dimension and indicator is valid where t value > t table at $\alpha = 0.05$. The calculation result of Construct Reliability (CR) shows that all dimensions and indicators of the three variables have a high enough consistency with a value> 0.7 and AVE> 0.5. So in general, these indicators and dimensions reflect all latent variables.

4.2 Simultaneous Hypothesis Testing

Based on the test Table 1 below with a 95% degree of confidence (α=0.05) the result of simultaneous hypothesis testing, shows that Organizational Culture and Company Assets significantly influence Competitive Strategy with simultaneous influence of (R^2=0.44%), while the remainder by other factors not included in this model.

Table 3. *Simultaneous Hypothesis Testing*

Hypothesis	R^2	F value	Conclusion
Organizational culture and company asset on competitive strategy	0.44	78.149*	Refuse Ho, (H1 = Hypothesis accepted)

*Note: *significanT at α=0.05 (F table = 3.042).*

4.3 Partial Hypothesis Testing

To test a partial hypothesis the following statistical tests are performed;

Ho: $\gamma_{1i} = 0$, i = 1, and 2
- Organizational culture does not influence competitive strategy;
- Company asset does not influence competitive strategy;

H₁: $\gamma_{1i} \neq 0$
- Organizational culture influences competitive strategy;
- Company asset influences competitive strategy;

Table 4 presents the results of partial hypothesis testing. The results of hypothesis testing indicate that partially, organizational culture and company assets influence the competitive strategy.
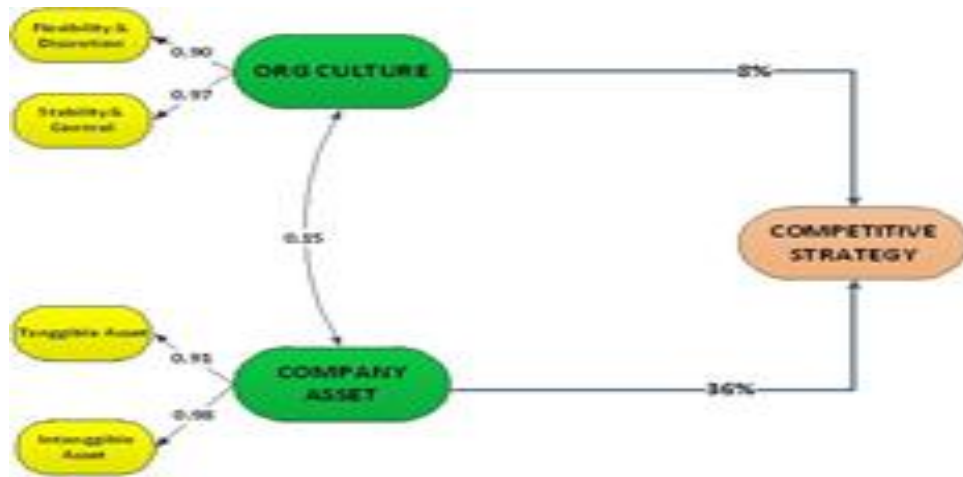
Table 4. *Partial Hypothesis Testing*

Hypothesis	Coefficient of Estimation (γ_{ij})	SE (γ_{ij})	t value	R^2	Conclusion (H0)
1 Organizational culture -> competitive strategy	0.25	0.071	3.53*	0.08	Rejected
2 Company asset -> competitive strategy	0.58	0.083	6.97*	0.36	Rejected

Note: *Significant at $\alpha = 0.05$ (t table = 1.98).*
Source: *processing data with LISREL.*

Figure 3. *Research Finding*

The research findings show that the two exogenous variables namely organizational culture and company assets influence the competitive strategy of the diving industry in Indonesia. These findings support the proposed hypothesis. The findings show that company assets have a more dominant influence than organizational culture in improving competitive strategy.

In the company asset variable, it was found that intangible assets have a greater contribution than tangible assets in improving competitive strategy. These findings illustrate the dominant role of intangible asset in diving industry to improve competitive strategy. The intangible assets include the extent of the company's reputation, employee managerial capability, certified diving instructor qualifications, conservation education at the destination, ability to develop new destinations, the ability to explore destinations, which are needed to run a diving business. These aspects are proven to contribute to the possession of superior company assets to support the appropriate competitive strategy. Meanwhile, the tangible assets are also support the activities of diving industry, including diving facilities, infrastructure, supporting technology equipment, adequate office facilities, information and

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communication technology, and the number of employees who are sufficient to serve customers.

This finding is in line with the results of previous studies that show the role of company assets toward competitive strategy. Grimaldi and Cricelli (2009) found that key intangible factors create company value and suggest the application of corrective strategies. Ivanova and Ivanov (2015) found that the resource-based view model presents an internal foundation for creating and maintaining competitive advantage by acquiring, using, managing, and sharing resources, organizational capabilities, knowledge and learning.

Meanwhile, in the variable of organizational culture, dimension of stability and control contribute more dominantly than flexibility and discretion in increasing the competitive strategy of diving industry in Indonesia. Stability and control shows the ability of an organization to focus on flexibility, freedom and dynamism in company activities. In addition, stability and control are also assessed from the extent of the level of organizational stability and the effectiveness of the control system being implemented. Meanwhile, flexibility and discretion describe the effectiveness of the focus on internal orientation, integration, and the unity in the organization, as well as the effectiveness of the company's focus in interacting and competing with outside parties from organizational boundaries. These aspects also proved it contribution to the development of the competitive strategy in diving industry in Indonesia.

The findings of this study are in line with the findings of previous studies that show the role of organizational culture on competitive strategy. Nebojša Janićijević (2012) found that organizational culture influences the formulation of strategy through the determination of information gathering, perceptions and interpretations. Organizational culture through the process of legitimacy, facilitate, or deactivate strategy implementation. Tasgit, Senturk, and Ergun (2017) also found that company culture influences business strategies. The most important type of company culture that has an impact on proactive strategies is adhocracy culture. Bogdanowicz (2014) found that organizational culture made the basis for desired behavior, corporate identity, and external image. In the context of strategic choice, in an industry where it is important to innovate on new products and respond quickly to customer needs, corporate culture can be "valuable" accompanied by collaboration, flexibility, risk taking, and creativity. Florence, Juma, Barrack (2012) found that organizational values influence the company's sustainable competitive advantage.

5. Conclusion and Recommendation

The research findings show the support for the hypothesis that organizational culture and company assets influence the company's competitive strategy in the diving industry in Indonesia. Company assets have a more dominant influence than organizational culture in formulating competitive strategy. In the company asset variable, intangible assets have a greater contribution than tangible assets in

developing competitive strategies. While on organizational culture variables, the dimensions of stability and control contribute more dominantly than flexibility and discretion in developing competitive strategies for the diving industry in Indonesia.

This finding is expected to have implications for the management of diving industry companies in Indonesia as an alternative solution model in developing an appropriate competitive strategy based on the development of company assets and organizational culture. The aspect that must be the first priority in developing company assets is intangible assets. While in developing organizational culture, management needs to prioritize the development of stability and control in the organization.

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