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The Effect of Innovation Culture and Strategic Planning Mediated by Technology Acquisition on The Indonesian Defense Industry Competitiveness

Sri Yanto,Hamdy Hadyand Willy Arafah
Trisakti University, Jakarta

ABSTRACT
The purpose of this study is to analysis the effect of strategic planning and innovation culture on the competitiveness of the Indonesian defense industry with the acquisition of technology as an intervening variable in some institutions which associated with the defense industry and the Ministry of Defense of Indonesia.
This study uses explanatory research, which analyses the concepts and problems under study to see the causality relationship, then explains the variables causing the problem under study. The sample in this research is part of the population, which is 160 respondents from some institutions associated with planning and implementing of defense industry policy.
The results of this study that the direct effect of strategic planning have a positive but not significant direct on industrial competitiveness, and have a positive and significant indirect effect of strategic planning on industrial competitiveness through technology acquisition. There is a positive and significant influence of the culture of innovation on industrial competitiveness, but more dominantly a positive and significant indirect effect of the culture of innovation on industrial competitiveness through technology acquisition. The acquisition of technology has the most dominant effect on the competitiveness of the defense industry with a value of 0.69 compared with strategic planning and culture of innovation.
The practical implication that the implementation of strategic planning and innovation culture has a significant effect on technology acquisition, and technology acquisition has a significant effect on the competitiveness of the defense industry. Thus the Ministry of Defense needs to increase technology acquisition supported by better strategic planning and build a culture of innovation to enhance the Indonesian defense industry competitiveness.

Keyword: *Strategic planning,innovation culture, technology acquisition, industry competitiveness, defense industry.*

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I. Introduction

The relationship between the defense industry and the government as a form of customer-supplier relationship is the magnitude and predictability of demand. The government determines the demand for the defense industry through defense spending (Karim, 2014). Defense spending plan that contains the needs of defense equipment with technology in accordance with the needs of military operations to be guided by the defense industry.

The Indonesian Ministry of Defense's policy in realizing a strong and competitive independent defense industry includes three stages namely fostering the potential of technology and the defense industry, international cooperation and implementation of local content and offset.

The planning of the main weaponry system of Indonesian Armed Forces need is carried out according to the Defense Posture which contains the strength (number) and capability (type) of defense equipment needed to deal with the estimated threat and the time of deployment of the main weaponry system in accordance with the estimated time the threat appeared. Procurement schemes identify domestic and international defense equipment sources, sources of funding for defense equipment procurement through the Rupiah Murni (RM) budget, Domestic Loans (PDN) or Foreign Loans (PLN), trade return needs, local content and offset that can be utilized for the acquisition of technology to enhance the capabilities of the defense industry.Based on that background, innovation culture and strategic planning are interesting to be analyzed for their effects on technology acquisition and defense industry competitiveness.

II. Literature and References

Forman *et al.* (2016)) stated thattechnology acquisition can affect innovation performance because, first, according to the theory of technology improvement, acquisition can be seen as an expansion of the acquirer's knowledge base, which is one of the determinants of improving the company's innovation performance. Second, acquisition is a kind of potential recombination and inventive increase by providing economies of scale and scope between the two technology sources. On the other hand, the acquisition of technology can be likened to a double-edged sword because it can bring harm and profit. Losses arising from dependence on the acquisition of external technology may have unfortunate consequences. The most critical risk from the acquisition of external technology is the trade-off between the acquisition of external technology and internal R&D in terms of acquiring the required technology knowledge and abilities (Şerbănescu, 2014) emphasizing it as a potential loss of R&D in developing competencies or key assets of R&D investment previous. In technology management has several branches of activities including technology acquisition which includes the activities of identification, selection, acquisition, exploitation, protection and learning about technology. Technology acquisition activities have activities in the form of Research and Development (R&D), and Technology Transfer / Transfer of technology (Unsal & Cetindamar, 2015). The mechanism of technology acquisition can be done in two ways, namely internal by conducting their own R&D of a technology or by acquiring technology externally (Bakshi *et al.*, 2018). Internal technology acquisition is an acquisition methodology that is implemented within the organization itself. The acquisition of external technology is a technology transfer method by the government or company that is intended to close the gap between the mastery of technology currently owned by technology that is owned by the State or other companies. The acquisition of external technology can also be referred to as an effort to have core technology competencies with the aim of achieving certain strategic targets (Astan, 2015). Technology acquisition cannot run well without a company innovation culture that can accept and implement the acquired technology so that it can be said that the culture of innovation can act as a driver or inhibitor of technology acquisition (Aloy-Prósper et al., 2018). Acquisition has the meaning of buying or getting something/object to add to something/object that is already owned. The definition of acquisition in business is also understood as the takeover of ownership or control of shares or assets of one company by another company (Liu *et al.*, 2018). By definition, acquisition is a process carried out to effectively increase military capability by using equipment and services that come from external agents ((Salsabiela & Utina, 2018)

According to Wahyuni (2016) understanding of strategic planning is the process of selecting organizational goals; determining the strategies, policies and strategic programs needed for these goals; and determining the methods needed to maintain that strategy and policy have been implemented. This is in line with the opinion of Freeman *et al.* (2016) that planning is a type of decision making for the specific future desired by managers for their organizations. Strategic planning is the key to success that affects organizational performance, because strategy is the overall plan that explains the position of a company's competitiveness.

Innovation culture can be defined as a multidimensional atmosphere which includes values, assumptions, and beliefs shared with members of the organization which makes it inclined to explore opportunities and new knowledge and produce innovation, to respond to market demand (Basit & Duygulu, 2018). Mensa-Wilmot *et al.* (2015) defines innovative culture as individual actions to create and adopt ideas/thoughts or new ways to be applied in the implementation and completion of work. Naqshbandi & Tabche, (2018) the culture of innovation can be interpreted as all individual actions directed at organizational interests in which introduction and application of new ideas are beneficial. Innovative culture is a process of how an organization achieves an innovative state, (Hult *et al.*, 2004). According to Subramanian and Jayashankar *et al.*, (2018), innovativeness is an enduring trait in organizations that manifests over time. Culture in organizations is defined as people who sit in (and are often not aware of) the values and beliefs shared by employees at all levels, and that is manifested in the characteristics of the organization. This symbolizes the employee's expressive character and is communicated and strengthened through symbolism, feelings, relationships, language, behavior, physical arrangements, artifacts, and the like (Nishishiba & Nishishiba, 2018). This is supported by rational tools and processes that are defined by the organization's strategic architecture (Sariyildiz *et al.*, 2020), and through employee expressive practices (Coffey *et al*. in Ethikariena and Muluk, 2014). To change the focus of an organization, with one innovation, it often requires a change in the organization's general culture orientation. Whereas, diffusion of Innovation, (Mora Cortez & Johnston, 2019), defines diffusion as the process by which an innovation is communicated through certain channels within a certain period of time among members of a social system. Innovation is an idea, practice, or object that is considered / felt new by individuals or groups of society. But it is considered / felt new by some people, not necessarily also in others, depending on what is felt by individuals or groups of ideas, practices or objects. Diffusion of innovation is a process of spreading uptake of ideas or new things in an effort to change a society continuously from one place to another, from one period of time to the next, from a particular field to a different field. others to a group of members of the social system.According to (Mora Cortez & Johnston, 2019) in the process of innovation

diffusion there are 4 (four) main elements, namely, first, innovation (ideas, actions or goods) that are considered new by someone, where the novelty of innovation is measured subjectively according to the view of the individual who receives it. Second, the communication channel, is a tool to convey innovation messages from the source to the recipient. Third, the timeframe, which is the process of innovation decision making from someone knowing until deciding to accept or reject innovation. Fourth, the social system is a collection of functionally different units and is bound in cooperation to solve problems in order to achieve common goals.

III. Methodology

The research design is a detailed plan used as a guideline for research studies that lead to the objectives of the research. According to (Santo & Iswari, 2017)the research design is a plan, a framework for conceptualizing the relationship structure of variables in a research study. Research by testing hypotheses is research that aims to explain the nature of certain relationships or establish differences between groups, or the independence of two or more factors in a situation (Sekaran & Bougie, 2016). Hypothesis testing is carried out to test the effect of the Strategic Planning and Innovation Culture variables on the Competitiveness of the Indonesian defense industry with Technology Acquisition as an intervening variable.Data analysis was carried out on data from questionnaires distributed to 160 respondents consisting of policy formulators and policy makers in the field of technology and the defense industry within the Ministry of Defense, KKIP, TNI Headquarters, Force Headquarters, Bappenas and the BUMN and BUMS defense industries. Based on gender, male respondents 88,75% while female 11,25%. For education background, respondents at the S1 level amounted to 100 people (62.5%), respondents at the S2 level 46 people (28.75%). Based on the characteristics of Position, respondent's occupational data are Respondents at the Director / Echelon I level of 6 people (3.75%), Respondents at the Director level/Echelon II (16.25%), level of Division/Subdirectorate/Echelon III (29.38%), at the level of Head of Department/ Echelon IV (50.62%). For the years of service, the respondents with 1-8 years of service (27.50%), respondents with 9-15 years of service (18.12%), respondents with tenure 16-22 years (18.75%), respondents with tenure of 23-30 years (28.75%), respondents with tenure of more than 30 years (6.88%).

IV. Results and discussion

The research found that innovation culture and strategic planning influence significantly on technology acquisition. Innovation culture and technology influence significantly on defense industry competitiveness whereas strategic planning influence on defense industry competitiveness Table 1 shows the result of hypothesis testing:

Tabel 1
Intervarible significancy

Cross Structural	Koef. Jalur	t_{hitung}	$t_{kriteria}$	Results
Innovation culture→technology acquisition	0,17	2,07	1,96	Significant
Strategic planning →technology acquisition	0,65	6,04	1,96	Significant
Innovation culture →defense industry competitiveness	0,24	3,11	1,96	Significant
Strategic planning →defense industry competitiveness	0,01	0,14	1,96	No Significant
Technology acquisition →defense industry competitiveness	0,69	5,69	1,96	Significant

Sources:Analyzed data (2020)

H1. There is an effect of Innovation Culture on Technology Acquisition

The first hypothesis states that Innovation Culture influences technology acquisition. Based on structural model equations, the path coefficient value of the Innovation Culture variable to the technology acquisition variable is 0.17 with a tcount of 2.07> 1.96. It is significant. The Innovation Culture is proven to have a positive and significant effect on Technology Acquisition, Hypothesis 1 (H1) is accepted.According to (K.J. *et al.*, 2018) the culture of innovation can be interpreted as all individual actions directed at the interests of the organization in which the introduction and application of new ideas is beneficial. In another statement stated that innovative culture is a process of how organizations achieve innovative conditions, (Hilmarsson-Dunn, 2013). The culture of innovation involves the behavior of appreciating creativity, risk taking, freedom, teamwork, being value seeking and solution oriented, communicative, instilling trust and respect, and quickly taken in making decisions. People will expect this behavior to be desirable and normal, and which must be embedded in the company's structure (Ethikariena & Muluk, 2014). A good culture of innovation will be able to drive the success of technology acquisition. The results of the study (Öberg, 2019) show that a culture of innovation that is relatively the same between technology providers and technology acquisition recipients will be able to drive the success of technology acquisition.

H2: There is an effect of Strategic Planning on Technology Acquisition
The second hypothesis states that Strategic Planning influences Technology Acquisition. Based on structural model equations, the path coefficient value of the Strategic Planning variable to the technology acquisition variable is 0.65 with a tcount of 6.04> 1.96. It has a significant effect. The Strategic Planning proved to have a positive and significant effect on Technology Acquisition, Hypothesis 2 (H2) was accepted.According to ((Bryson *et al.*, 2017) that strategic planning is understood as a disciplined effort to make important decisions and actions that shape and guide how to become an organization (or other entity), what organizations do, and why organizations do things like that. Strategic planning is an organizational process in determining the strategy or direction and decisions on how the organization's resources are to be utilized to achieve goals in the long (Massei *et al*., 2015), the success of technology acquisition is also determined by the presence or absence of technology acquisition programs in strategic planning.

H3: There is an effect innovation Culture on the Defense Industry Competitiveness
The third hypothesis states that the Culture of Innovation influences Industrial Competitiveness. Based on structural model equations, the path coefficient value of the Innovation Culture variable to the Industry Competitiveness variable is 0.24 with a tcount of 3.11> 1.96. It has a significant effect. The Innovation Culture is proven to have a positive and significant effect on Industrial Competitiveness, Hypothesis 3 (H3) is accepted.
The culture of innovation involves behaviors valuing creativity, risk taking, freedom, teamwork, being value seeking and solution oriented, communicative, instilling trust and respect, and making decisions quickly. People expect this behavior to be desirable and normal, and which must be embedded in the company's structure (Ethikariena & Muluk, 2014). Companies that have a high culture of innovation, will have a work environment that reinforces autonomy/ independence and calculated risk calculation, (Gomezelj, 2016). Innovation affects the level of performance results, is an intermediary role of organizational culture that brings competitive advantage and sustainable competitiveness. The culture of innovation directs the environment and the organization, and implements an innovation strategy to produce long-term competitiveness, (Anning *et al.*, 2018). Innovative culture directs the environment and organization, and implements an innovation strategy to produce long-term competitiveness.

H4: There is an effect of Strategic Planning on the Defense Industry Competitiveness
The fourth hypothesis states that Strategic Planning influences Industry Competitiveness. Based on structural equation model, the path coefficient value of the Strategic Planning variable to the Industry Competitiveness variable is 0.01 with a tcount of 0.14 <1.96. It is not significant. The Strategic Planning is proven to have a positive and insignificant effect on Industrial Competitiveness, Hypothesis 4 (H4) is not accepted.
According to (Glaser & Strauss, 2017) companies gain sustainable competitive advantage by implementing strategies that exploit internal strengths, through responding to environmental opportunities while neutralizing external threats and avoiding internal weaknesses. Most research on sources of sustainable competitive advantage has focused on isolating company opportunities and threats, describing their strengths and weaknesses, or analyzing how these can be matched to choose strategies. Company resources according to include all assets, capabilities, organizational processes, company attributes, information, knowledge, etc. controlled by the company so as to enable the company to understand and implement strategies to (Glaser & Strauss, 2017) improve its efficiency and effectiveness. Innovation culture is an internal factor that is owned by the company, can be a weakness or even a strength for the company to increase its competitiveness. Meanwhile, according to Glaser & Strauss (2017) strategic planning is needed to obtain sustainable competitive advantage. The result of Sridhar *et al.*, (2016) research shows that strategic planning is indispensable related to increasing the company's global competitiveness; for its part when a smaller firm's level of competitiveness depends more on all strategic planning factors. Saavendra and Camarena found that there was a significant relationship between strategic planning factors and company competitiveness.

H5: There is an effect of Technology Acquisition on Defense Industry Competitiveness
The fifth hypothesis states that the Acquisition of Technology influences Industrial Competitiveness. Based on structural equation model, the path coefficient value of the Technology Acquisition variable to the Industry Competitiveness variable is 0.69 with a tcount of 5.69> 1.96. It is significant. The Technology Acquisition has a positive and significant effect on Industrial Competitiveness, Hypothesis 5 (H5) is accepted. According to Salsabilah & Sunarti, (2018), acquisition is a process carried out to effectively increase military capability by using equipment and services that come from external agents. The results of Fartash's research (Fartash et al., 2018) show that if technology acquisition goes well, it will improve company performance and ultimately increase the company's competitiveness. Mergers and acquisitions have a positive effect on current export competitiveness and the development of export competitiveness, where the development of export

competitiveness is influenced by independent R&D and technology purchases from outside, ((Jaiswal & Mishra, 2018). From this

H6: There is an effect of the Culture of Innovation mediated by Technology Acquisition of Defense Industry Competitiveness.

The sixth hypothesis states that Technology Acquisition affects Industrial Competitiveness with Technology Acquisition as an intervening variable. Based on structural equation model , there is a direct influence of the Culture Innovation variable on Industrial Competitiveness with a path coefficient of 0.24, direct effect of (0.24) 2 = 0.0576. While the value of the path coefficient of the Innovation Culture variable to the Technology Acquisition variable is 0.17 and the path coefficient value of the Technology Acquisition variable to the Industry Competitiveness variable is 0.69. Thus the indirect effect of the Culture of Innovation on Industrial Competitiveness through Technology Acquisition of 0.17 x 0.69 = 0.117. The value of the direct influence of the Innovation Culture on Industrial Competitiveness is smaller than the value of the indirect effect, 0.0576 <0.117. This shows that the Innovation Culture can increase Industrial Competitiveness directly or indirectly, but the indirect effect is more dominant. It can be concluded that Technology Acquisition acts as a mediator in the relationship between Culture of Innovation and Industrial Competitiveness, Hypothesis 6 (H6) is accepted.The results of the study stated that the Culture of Innovation had a positive and significant effect on Industrial Competitiveness mediated by Technology Acquisition, in line with the results of research by María Luisa Saavedra García, María Elena Camarena Adame (2017) which examined the relationship between strategic planning and competitiveness: The Strategic Planning and the Competitiveness of SMES in Mexico City, with the conclusion that there is a relationship between all the factors of strategic planning and corporate competitiveness, and the smaller the company increasingly depends on the factors of strategic planning to achieve competitiveness (Saavedra, M., Camarena, 2017).

H7: There is an effect of Strategic Planning mediated by Technology Acquisition on Defense Industry Competitiveness.

The seventh hypothesis states that Strategic Planning influences Industry Competitiveness with Technology Acquisition as an intervening variable. Based on structural equation model, there is an insignificant direct effect of the Strategic Planning variable on Industrial Competitiveness with a path coefficient of 0.01, a direct effect of (0.01) 2 = 0.0001. While the path coefficient value of the Strategic Planning variable towards the Technology Acquisition variable is 0.65 and the path coefficient value of the Technology Acquisition variable towards the Industrial Competitiveness variable is 0.69. Thus the indirect effect of Strategic Planning on Industrial Competitiveness through Technology Acquisition of 0.65 x 0.69 = 0.4485. The value of the direct influence of Strategic Planning on Industrial Competitiveness is smaller than the value of the indirect effect, 0,0001 <0.449. This shows that strategic planning can increase industrial competitiveness directly or indirectly, but indirect influence is more dominant. It can be concluded that Technology Acquisition has a role as a mediator in the relationship between Strategic Planning and Industrial Competitiveness, Hypothesis 7 (H7) is accepted.

The results of the study stated that Strategic Planning has a positive and significant effect on Industrial Competitiveness mediated by Technology Acquisition, in line with the results of research by María Luisa Saavedra García, María Elena Camarena Adame (2017) which examines the relationship between strategic planning and competitiveness: The Strategic Planning and the Competitiveness of SMES in Mexico City, with the conclusion that there is a relationship between all the factors of strategic planning and corporate competitiveness, and the smaller the company increasingly depends on the factors of strategic planning to achieve competitiveness (Saavedra, M., Camarena, 2017).

V. Summary

Based on the results of this study it is generally concluded that there is an effect of innovation culture and strategic planning mediated by Technology Acquisition on Defense Industry competitiveness. From seven hypothesis which have been proposed, there is one hypothesis that is not accepted. The strategic planning has an insignificant direct effect on defense industry competitiveness. Technology acquisition acts as a mediator in increasing the effect of Strategic Planning and Innovation Culture on the defense industry ompetitiveness of Indonesia.Whereas the Culture of Innovation, Strategic Planning and Technological Acquisition together have a significant influence on Industrial Competitiveness.

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