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STRATEGY ANALYSIS OF THE SOR MODEL ON PERSONAL VALUES AND DESIGN THINKING ON COMPETITIVE ADVANTAGE IN MANUFACTURING

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ABSTRACT

The purpose of this research is to test, analyze and discover new technologies and innovations for product excellence, especially in multi-functional household tools for one type of product through personal value and design thinking towards competitive advantage in Indonesia. Using a quantitative approach by collecting data sourced from questionnaires, observations, journals and reference books. The Stimulus, Organism, and Response (SOR) model is a foundation for thinking about provoking ideas in creating design thinking in finding multi-functions in a superior product. The population is manufacturing companies located in the territory of Indonesia, such as the City of Sidoarjo, the City of Tangerang, the City of Jakarta, the City of Semarang, and the City of Makassar. A sample of 350 respondents spread across these cities. The findings in the study, namely the design thinking variable and personal value variable were strengthened by the incentive stimulus, the results had a significant effect on superior products (for example: one utensil like Teflon which can be used besides frying without oil or butter can also be used to boil food that is non-sticky, simpler, economical and does not react with chemicals on the surface after use).

Keywords: Design thinking, household tools, personal value, SOR model)

INTRODUCTION

Indonesia, like other developing countries, cannot be separated from global challenges. The impact of the recovery of the Covid-19 pandemic is that every country is recovering in its economic field. However, the recovery was uneven, there was a gap between developed and developing countries. Developed countries that have already resolved their pandemic affairs are now starting to normalize their fiscal and monetary policies, for example when the US central bank, The Fed raised interest rates in terms of attracting investors. Moreover, the geopolitical tensions between Russia and Ukraine are increasingly adding to the element of uncertainty. Another challenge currently facing is the scarring effect caused by the Covid-19 pandemic. In the corporate sector due to the pandemic, many companies have been forced to stop operating and lay off their employees. Indonesia, like other developing countries, is not immune from these global challenges. Global challenges are indeed not

simple problems, but with the right strategy and strong collaboration, in the future corporations in Indonesia can rise and continue to add by paying attention to how to strengthen Personal Value, and Design Thinking towards global competition.

According to [1], value is a belief that underlies a person to act based on his choice. [2] suggest that belief, in Rekeach's concept, is not only an understanding in a conceptual schema, but also a predisposition to behave according to the heart/heart towards the object of that belief. [1] argues that the change in value is a process of change depending on the level of the induction mechanism that carries out the task. Every concept of human values must be able to explain the eternal nature of values and characters which then slowly change over time [1]; [3]; [4]; and [5], there is a significant relationship between personal values and productivity intentions. Based on this opinion, the concept of value reflects three important characteristics: 1) Cognitive value about what is desired. This component contains beliefs about the attitude object, 2) This component contains feelings towards the attitude object related to liking or vice versa, 3) Values have a cultural component that results in actions towards the attitude object. Empirically, there are still many employees who are still not optimal in carrying out their work due to the suitability of personal values to the organizational environment.

According to [6], design thinking is essential with humans as the center of the innovation process which emphasizes observation, collaboration, fast learning, visualization of ideas, rapid concepts prototyping and business analysis, which are very influential on innovation and business strategy. According to [7] design thinking is a thinking concept in finding ideas that many people have started to like within a few years, this is supported by previous researchers [8] and [9]. From the statement above it can be concluded that design thinking can be used as a relevant tool in building innovation and can be used as a method in building business model innovation. This is expected to be a solution to the problems of research subjects, as the problems described above. Companies in creating innovations in business models need to create a Business model HTML (Hypertext Markup Language) prototype.

Researchers in solving problems, especially in the field of prototypes in facing increasingly fierce competition, use the Stimulus, Organism, and Response (SOR) model. This model explains how to influence the internal state of individual behavior [10]. Stimulus is conceptualized as an influence that affects the internal organism of the individual. The impact that wants to be targeted is as individuals are able to create, process ideas into something more physical, so that they can be felt, played and tested. With the existence of a prototype, maximum feedback can be obtained from both the client and the designer, so that failures and errors can be minimized. Excellence in designing products that support efficiency and also economically, prototypes also support developers or users in synergistically collaborating to create a product with the best functionality and quality with the HTML (Hypertext Markup Language) prototype strategy.

Personal Value

Value is something that is personal attached to a person, a life principle which is convictions, beliefs and ethics which play a role as a single unit within oneself. According to [11] personal value is an enduring belief that a certain way of behaving or being personally is preferred over the opposite way of behaving. Values that are applied can at least change perspectives and actions that are useful,

dignified, personal rule values that may be in line with values carried out in the family or completely different from others. What is certain is, whatever personal values or values have an ultimate goal to be achieved from the results of the hard work that has been carried out so far.

Of course, the personal values that are implemented can at least change the perspective and actions that are dignified, the values have the values they want to achieve in the form of a pleasant life, an exciting life, a sense of accomplishment, pleasure in a positive sense, self-respect and finally Currently, we have experienced a loss of social recognition, both individually, in families, in groups and in the context of national interests.

Values play a crucial role as cultural aspirations, while habits have a significant influence on molding an individual's value system or character. Additionally, [12] beliefs associated with ultimate desires or patterns of behavior that go beyond specific circumstances direct the choices and assessment of actions, individuals, or situations, and are influenced by significant interconnections among other values, thereby shaping a prioritized value system.

As per [13], values encompass beliefs regarding ultimate desires or behavioral patterns that surpass specific conditions. They play a crucial role in guiding the selection and assessment of behavior and circumstances, leading to the development of a prioritized value system. [1] asserts that individual values have the potential to influence behavior during performance activities. [14] states that individual values and value systems can be utilized to predict various forms of behavior. Values represent an assumption of improved circumstances compared to previous ones. Additionally, individual values involve self-awareness and consciousness, which influence behavioral choices. These values serve as benchmarks for evaluation and assessment, forming the fundamental basis of a structure [15]. A comprehensive understanding of values is closely intertwined with the Belief System Theory (BST) model developed by Rekeach.

According to organizational theory, there is a strong relationship between beliefs and behavior, and the belief system can be influenced by certain conditions. Behavior encompasses attitudes, values, and self-concept. [16] suggests that personal values and the psychological climate have an impact on professional commitment, and personal values can potentially bring about changes in behavior, actions, emotions, and thoughts. Individual values are predominantly aligned with instinctive behavior that follows one's inner desires.

Attitude is the result of an individual's reaction towards an object, leading to specific behavioral responses towards that object, another opinion is that attitude is an organization whose nature may be settled from the process seen based on their own wishes or from outside. There is insufficient empirical evidence to demonstrate the vital role of values in the consequences of behavior and in the formatting of individual attitudes (e.g., [1]; [17]; [18] and [19]).

Design Thinking

According to the Interaction Design Foundation, design thinking is an iterative and linear process that is used when you want to understand the user, redefine existing problems, and create innovative solutions. There are 5 stages in this process: empathize, define, ideate, prototype, and test. The main goal of design thinking is to find alternative strategies and solutions that have not been thought of directly based on the level of understanding, as the R&D/designer team. Therefore, design

thinking can open up new mindset strategies creatively and collaboratively with existing teams.

Designers, trained in either industrial design or interaction design, commonly apply the fundamental principles of design thinking. Design thinking is considered an indispensable concept both currently and in the future. In this context, design engineering refers to the application of science and technology, along with practical experience, to address human problems and create practical objects. In this research, design thinking is utilized as a valuable process to foster innovation in developing effective business models. According to [7], designers often encounter ambiguous problems in the tooling industry, which lack clear-cut solutions. Similarly, [20] highlights the importance of comprehending the problem when R&D staff or designers face issues that lack clarity regarding the desired product, its feasibility, and quality. In such cases, there is no distinct separation between activities like problem understanding, problem definition, synthesis, prototyping, and evaluation.

[21] characterizes design reasoning as the process of tackling something new; determining what to do when no known or preferred working principle exists, how to do it reliably, and ultimately leading to the creation of new objects, services, or systems. Collaboration and adoption are the key responses to this challenge, with implications for implementing specific works. Skilled designers in this determination process tend to construct, test, and refine factual information, exploring and perfecting theoretical plans. During the initial stages of the design process, often referred to as conceptual design, designers engage in ongoing discussions and reflections by externalizing design ideas through tools like sketching, mock-ups, or prototyping. This strategy involves building, testing, and critiquing potential possibilities while acknowledging the limitations of design ideas to gain a better understanding of real-world problems. Prototyping, as a form of externalization, also serves as a powerful boundary object for facilitating design collaboration, both among designers themselves and when collaborating with other professionals such as engineers or users, leading to renewable innovations. Effective boundary objects establish a shared language for individuals to convey their internal knowledge and facilitate the process of transferring that knowledge to others [22].

In recent decades, designers have increasingly focused on engaging potential users to gain a better understanding of their needs and desires. This approach is now known as human-centered design, which the class explored. The belief is that firsthand observation and direct interaction are crucial initial steps in creating groundbreaking and innovative new products. The argument is that careful observation can provide valuable insights and opportunities, leading to fresh ideas for commercial innovation. However, the knowledge and understanding gained from this process need to be translated into design concepts and externalized through a conceptual design proposal.

Design Thinking is a method of understanding problems and producing innovative and attractive products [23]. This is seen as inherent in how the strategy solves the problem represented [24], observing the immediate boundaries of the problem ensures that appropriate statements are being addressed thus going beyond what is clearly stated in seeing what is required. Identifying, framing, and reframing the problem being solved is considered equally important in solving problems or finding the right solution [25].

Some problems require creativity, finding multiple solutions can be defined. According to Kelley and Brown in [26], design thinking is an HR-centered approach to innovation taken to integrate

consumer needs as users, technological possibilities, and requirements for business success. The design thinking approach combines three elements such as business (viability), people (desirability) and technology (feasibility) as consideration in creating ideas.

In research conducted by [27] which implemented design thinking for the sustainable business of a tool distributor company in Surabaya. This study aims to determine economic sustainability, social sustainability, environmental sustainability and produce profit-increasing innovations. [28] by raising the issue that there has been no significant exploration of how the design industry or design thinking can help drive design and business. The research aims to identify opportunities for business and industrial design to explore the potential for collaboration through design thinking.

Competitive Advantage

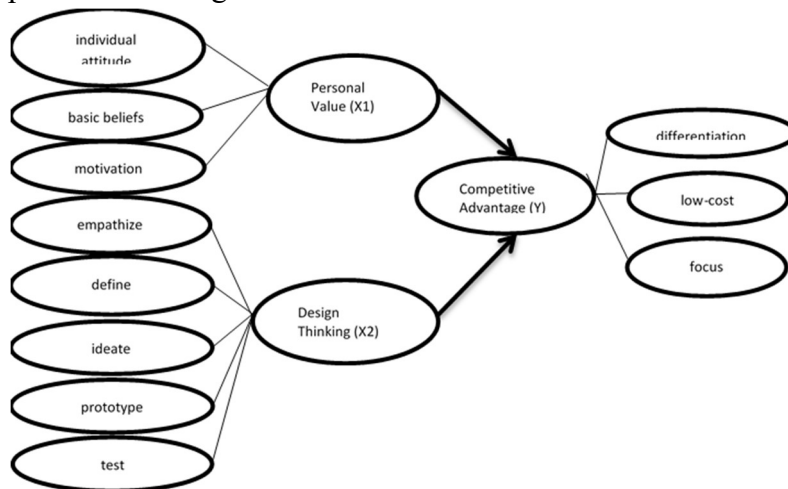
According to [29], there are three generic competitive strategies that organizations can employ to achieve a competitive advantage: differentiation, low-cost leadership, and focus. When a business entity can provide greater value or advantages to customers compared to its competitors, it attains a competitive advantage. Competitive advantage refers to a company's ability to create advantages that enable it to compete effectively with rivals. This advantage is realized through activities within an industry or market that generate competitive economic value [30]. The concept of competitive advantage originated from the generic strategies proposed by [31], Porter's teachings on cost advantages, differentiation, and customer focus as generic strategies for competitive advantage remain applicable and relevant [32], Competitive advantage is essential for a company's performance in the market competition, and it stems from the value or benefits that a company can deliver to its buyers. If a company successfully creates an advantage through one of Porter's three generic strategies, it will gain a competitive edge. As stated by [33], competitive advantage involves surpassing competitors by providing customers with greater value, which can be achieved through lower prices or by offering additional benefits and services that justify comparable or potentially higher prices. Competitive advantage serves as a strategic approach for companies to foster more effective competition within their respective markets.

As per [34], a competitive advantage is established when customers perceive that a company's products offer superior benefits compared to those of its competitors. From a demand-based perspective, [35], presents a competitive advantage viewpoint. Competitive advantage can be evaluated based on the significance of quality in the market and can be classified into four resource types that contribute to value creation: process resources for cost reduction, product resources for enhancing company performance, time resources for delivering value in accordance with market timing, and innovation resources for influencing technology. These resources, as explained by [35], shape the value creation process and the development of a company's competitive advantage position. Another perspective suggests that the collaborative approach serves as a source of competitive advantage for companies, which is referred to as social capital theory. Social capital, as proposed by [36], is a recognized concept that brings value in terms of safeguarding and strengthening society, empowering organizations and communities. Social capital plays a crucial role in meeting organizational needs and contributing to the survival of organizations in today's era of global competition. It serves as a management tool for achieving organizational goals effectively and at a low

cost. Social capital facilitates knowledge sharing, value creation, competitive advantage, improved performance, and organizational development. Two types of social capital exist: internal and external. Internal social capital pertains to the structure and content of relationships among employees within organizational units. [37] further delineates three dimensions of internal social capital: structural, relational, and cognitive dimensions.

External social capital relates to mutually beneficial relationships between companies and stakeholders, enhancing the organization's ability to anticipate and adapt to its environment while providing managerial opportunities. According to [38], achieving competitive advantage necessitates two key principles: understanding the customer's perspective and product distinctiveness. A company possessing a competitive advantage can generate greater economic value for stakeholders, customers, and suppliers compared to its competitors. To maintain this advantage, the company must innovate in processes, product features, and transactional methods. Competition forms a fundamental challenge in business strategy, requiring companies to surpass their rivals in various aspects. Providing customers with higher value through superior quality, convenience, and relatively lower prices than competitors is essential. Moreover, the company must be appealing to suppliers, distributors, and investors. Cost efficiency must also surpass that of competing firms in the market, serving as a benchmark for success.

Competitive advantage typically refers to a company's ability to outperform its competitors in the industry by leveraging its assets and/or competencies. According to [39], sustainable competitive advantage is a long-lasting advantage that possesses certain characteristics. Firstly, it must be sustainable, meaning the company consistently outperforms competitors or maintains its position for a considerable period, and its advantage diminishes when competitors successfully imitate it. Secondly, it should be unique, as the company must possess competencies that are possessed by only a few companies. Lastly, it should exhibit stability, where the company maintains a significant lead over competitors. To achieve a competitive advantage, a company must offer superior customer value and/or lower prices, enabling it to capture market share and attain higher financial performance [40]. As highlighted by [41], competitive advantage serves as a strategic approach to ensuring a company's viability. This viewpoint is supported by [42], who asserts that in a competitive market, a company's ability to generate performance, particularly financial performance, is heavily reliant on the level of its competitive advantage.



Source: Processed by the author

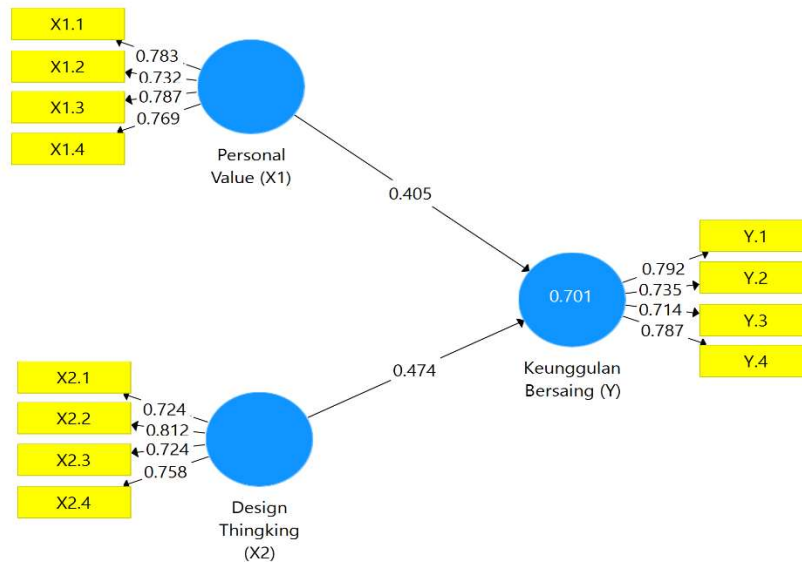
Fig 1. Structural model

METHOD

The approach used in this research is a quantitative approach. The population is manufacturing consumers in Indonesia. The sample is 350 consumers of household appliances who live in big cities such as Sidoarjo, Tangerang, Jakarta, Semarang and Makassar. The sampling technique uses the [43] formula where the population size is not known with certainty, the strategy is to determine a minimum sample size of at least five times the number of question items to be analyzed. Collecting data by providing a list of statements utilizing Google Form media. And the data analysis technique uses PLS-SEM (Partial Least Square-Structural Equation Modeling) which is operated through the Smart PLS 3.0 Program. The research data source is primary data obtained by using a questionnaire given to a number of respondents as a sample for research on the household appliance manufacturing business in Indonesia. Interview techniques with what shape, zoom and telephone that are structured with who to be interviewed, type of interview, are not directing, focus and detail or avoid as judgmental. Triangulation, the process of corroborating evidence from different individuals.

RESULTS AND DISCUSSION

A. Measurement Indicator (Outer Model)



Source: Processed by the author with SEM SmartPls-3

Fig 2. PLS Analysis Diagram

Validity Value

Outer loadings which are used as indicators of test validity, have set outer loadings values for 100 samples so that outer loadings values must be higher than 0.5 according to [43].

TABLE1. Outer loading

Dimensions	Personal Value (X1)	Design Thinking (X2)	Competitive Advantage (Y)
X1.1	0.783		
X1.2	0.732		
X1.3	0.787		
X1.4	0.769		
X2.1		0.724	
X2.2		0.812	
X2.3		0.724	
X2.4		0.758	
Y1			0.792
Y2			0.735
Y3			0.714
Y4			0.787

Source: Output of SEM SmartPls-3

The table presented demonstrates that the Loading Factor indicator value increases in the second iteration after removing and recalculating indicators with values below 0.7. As a result, the Loading Factor value for all indicators exceeds 0.7.

Construct Validity and Reliability

To assess reliability, the Cronbach's alpha score and composite reliability are examined. As stated by [43], these values should exceed 0.60, while the average variance extracted (AVE) value should be higher than 0.50.

TABLE2. Result of construct Validity and Reliability

Dimensions	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Personal Value (X1)	0.768	0.772	0.852	0.589
Design Thinking (X2)	0.749	0.754	0.841	0.570
Competitive Advantage (Y)	0.752	0.757	0.843	0.574

Source: Output of SEM SmartPls-3

Based on the data management results, all tested variables exhibit a Cronbach Alpha value

above 0.6 and an AVE value above 0.5, indicating their reliability. Therefore, all variables can be considered suitable for utilization in the research.

B. Structural Model (Inner Model)

Once the inferred model fulfills the requirements of the external model, the inner models of the structural model will be examined. The R-square values for the variables will be assessed.

TABLE3. R-Square

Dimensions	R-Square
Competitive Advantage (Y)	0.701

Source: Output of SEM SmartPls-3

According to the provided table, the R-square value is 0.701, indicating that 70.1% of the variation or change in competitive advantage (Y) can be attributed to the influence of personal value (X1) and design thinking (X2). The remaining 29.9% of the variation is attributed to other factors not included in the model. Therefore, it can be concluded that the impact of personal value and design thinking variables on competitive advantage variables is substantial.

Hypothesis test result is as below explanation:

TABLE4. Hypothesis test result

Relationship	Original sample	Standard Deviation	T Statistic	P Values
Personal Value (X1) → Competitive Advantage (Y)	0.405	0.068	5.974	0.000
Design Thinking (X2) → Competitive Advantage (Y)	0.474	0.066	7.154	0.000

Source: Output of SEM SmartPls-3

In order to examine the structural relationship between latent variables, hypothesis testing is conducted on the path coefficient between variables by comparing the P-value with a significance level of alpha (0.005) or a t-statistic of (1.96). The P-value and t-statistics are obtained from the output on SmartPLS using the bootstrapping method. The purpose of this test is to evaluate the hypotheses, which consist of two specific hypotheses.

H1: There is an effect of personal value on competitive advantage.

H2: There is an influence of design thinking on competitive advantage.

C. Discussion

The influence of Personal Value (X1) on competitive advantage (Y)

Based on the SEM-PLS test it can be explained that the personal value variable (X1) has an effect on the competitive advantage variable (Y). Competitive advantage here indicates that a product is one of the determining factors for the success of innovative products that have competitive advantages [39]; [44] and [45]. Leading tool product in Indonesia with a positive and significant value as a result of increasing personal value, meaning that when you have high confidence and innovative behavior it has a very positive impact on the creation of designs or new ideas that are based on competitive advantage or are different from pre-existing products [46] and [47]. Value illustrates that if an organization has principles and rules that can be learned for all members, it can help and choose an alternative that is weighted in decision making for customers in making their choices. Value contains cognitive, affective, and directional aspects which are conceptualized as a criterion for an assessment, preference and making a decision. Culturally very important goals and technically instrumental habits form a person's value system or personality. Meanwhile, [12] beliefs related to final desires or forms of behavior that exceed specific conditions, guide the selection or evaluation of behavior, people or circumstances; and is governed by other important value relationships to form a system of priority values.

The Effect of Design Thinking (X2) on Competitive Advantage (Y)

Based on the SEM-PLS test it can be explained that the Design Thinking variable (X2) influences the competitive advantage variable (Y) in multi-functional kitchen utensil products so that it is more economical and flexible in its use in the Indonesian market with a positive and significant coefficient value, this is supported by previous researchers [28] the difference with previous researchers is that physical evidence is more attractive, different from other products and is multi-functional, more practical, flexible and economical. The design thinking method has succeeded in building business sustainability by innovating to add value according to customer needs in the form of ease and speed of service and obtaining information from the company's website [27]. Previous researchers from [48] competitive advantage is the ability of businesses to create competitive advantage in order to compete with competitors. Porter's strategy which explains that competitive advantage is the heart of business performance to face competition. The reality in the field is the level of consumer or customer needs without difficulty knowing problems that can be satisfied through product quality based on design thinking in the field. Design thinking is an approach that is centered on empathy, then defined, ideas are collected after there are complaints, and ideas are collected to solve the problem from consumer complaints, from ideas, the next stage is a prototype where these ideas will be executed becomes a decision and finally performs testing and evaluation.

CONCLUSION

The study's findings are as follows:

1. Researchers' findings in solving their main problems in the field of superior quality product prototypes in the face of increasingly fierce competition researchers use the Stimulus, Organism, and Response (SOR) model. This model explains how the physical environment

influences the internal state and individual behavior. Stimulus is conceptualized as the internal influence of the organization both individuals and groups. In addition, fast responsiveness to consumer complaints encourages creating products according to consumer expectations, in this study it turns out that the design thinking variable and personal value variable are strengthened by the incentive intervening variable, the results have a very strong and significant effect on superior products, one of the superior products is Teflon, can used besides frying, without oil or butter it can also be used to boil food which is non-sticky, simpler, and does not react with chemicals on the surface after use.

2. Increasing personal value, meaning that having high confidence and innovative behavior has a very positive impact on the creation of new designs or new ideas that are different based on competitive advantage or different from existing products [46] and [47]. Value illustrates that if an organization has principles and rules that can be learned for all members, they can help and choose an alternative that is weighted in decision making for customers in making their choices. Values contain cognitive, affective, and directional aspects which are conceptualized as a criterion for an assessment, preference and making decisions [49].

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