

# Analysis of Intellectual Capital to Strengthen Competitiveness through Shared Leadership and Creativity

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## Article Information:

Received: September 25, 2024, Accepted: November 21, 2024, Published: November 25, 2024

## Abstract

This study explores the role of intellectual capital in enhancing competitiveness through shared leadership and creativity within the context of private universities in Indonesia. The research responds to increasing competition among private universities, where student enrollment significantly affects institutional sustainability. The study emphasizes the importance of leveraging intellectual capital—comprising human, structural, and relational assets—to address dynamic external and internal challenges. A quantitative approach was adopted, employing descriptive and verification methods to examine relationships among the variables. Data were collected from 102 respondents, including employees and lecturers at Bina Darma University, through stratified random sampling. Structural Equation Modeling (SEM) was used for analysis, revealing that intellectual capital positively impacts creativity, shared leadership, and competitiveness. Shared leadership further enhances competitiveness, demonstrating its role in promoting inclusive decision-making and fostering innovation. Interestingly, the findings indicate a negative relationship between creativity and competitiveness, suggesting nuanced implications for private university strategies. The study concludes that intellectual capital serves as a critical asset for building competitive advantage. However, while creativity supports intellectual capital, its direct link to competitiveness requires strategic alignment. Recommendations include fostering collaborative leadership, enhancing resource utilization, and encouraging innovative practices among academic staff. These measures aim to improve academic quality and institutional reputation, enabling private universities to navigate competitive pressures effectively.

**Keywords:** Intellectual Capital, Competitiveness, Shared Leadership, Creativity

**JEL CODES:** A12, A10, A19

## How to Cite

Alfajri, A., Gunarto, M. (2024). Analysis of Intellectual Capital to Strengthen Competitiveness through Shared Leadership and Creativity. *International Journal of Business, Management, and Economics*, 5(4). pp. 389 – 402. DOI: <https://doi.org/10.47747/ijbme.v5i4.2232>

## 1. Introduction

Competition for private universities (PTS) in Indonesia is currently getting tighter, so that not a few PTS experience a shortage of students. This condition is also experienced by several PTS in South Sumatra, where every new school year many PTS experience difficulties in getting new students (Gunarto, 2018).

Since 2017, the number of PTS students under the auspices of Kopertis Region II Sumbagsel-Babel has decreased by an average of 60 percent, said the head of LLDIKTI Region II Prof. Slamet Widodo, and the number of decreases is very drastic compared to new student admissions in previous years. The decline in the number of PTS student admissions in Palembang is increasingly felt, causing competition to become more competitive. This decline can have an impact on operations, because the operational costs of PTS come from the number of students. The more the number of students in a PTS, the better the quality of the learning process. The way to face this competition, is with a strategy by maximizing the intellectual capital owned by PTS including human capital and spiritual capital. Human Capital is a very useful source of knowledge, skills, and competencies in an organization that is important to continue to be improved proactively to master quickly, adaptively, and responsively the changes that occur in the internal and external environment of PTS (Emelda et al., 2023).

In terms of possibilities, there are at least two things that universities can do. First, protect, secure, and market products that are the tangible results of its intellectual capital and wealth. Second, make policies that reflect justice and high appreciation for all parties involved in the income generating process.

## 2. Literature Review

### *2.1 Porter's Theory of Competition*

Porter's Five Forces Theory is a method used to determine the strength of the industry based on the company's external factors. The theory emerged based on the Industrial Organization view which is a management view that companies pay great attention to external factors to gain competitive advantage. The management figure who supports this view is Michael Porter, who states that the most important factor determining company performance is the strength of the industry in competition (Pratama, 2020).

### *2.2 Intellectual capital*

Intellectual capital is a business asset, although measuring it is a highly subjective task. As an asset, it is not booked on the balance sheet as "intellectual capital"; rather, wherever possible, it is integrated into intellectual property (as part of intangible assets and goodwill on the balance sheet), which is difficult to measure (CHEN, 2021).

### *2.3 Competitiveness*

The definition of competitiveness is the ability of companies, industries, regions, countries, or between regions to produce relatively higher and sustainable income factors and employment factors to face international competition. Therefore, in the context of districts/cities as an organization, competitiveness is defined as the ability of districts/cities to develop the socio-economic capabilities of their territory in order to improve the welfare of the people in their territory. (Abarca, 2021).

### *2.4 Shared Leadership*

By definition, shared leadership refers to "an emergent team phenomenon in which leadership

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functions and responsibilities are widely shared among internal team members to better achieve team goals. Different from the traditional vertical leadership theory that focuses on the style and behavior of formally appointed leaders, the theory of shared leadership emphasizes the agency role of team members in the team leadership process. In particular, the research by Zhu distinguished the theoretical overlaps and differences between shared leadership and six other similar leadership constructs (i.e. collective leadership, empowerment leadership, team leadership, emergency leadership, self-leadership, and participatory leadership), and refined the main characteristics of shared leadership into three aspects, including the source of leadership influence, the unit of analysis and the distribution of leadership influence.(Chen & Zhang, 2023)

### 2.5 Creativity

Creativity is a person's ability to produce something new, both in the form of ideas and real work, which is relatively different from what has existed before. Determining the criteria for creativity involves 2 dimensions, namely (1) The process dimension, which is any product resulting from the process that is considered a creative product. The criteria for products considered as creative products point to the results of a person's actions, performance, or work in the form of goods or ideas; (2) The person dimension, often said to be a creative personality, which includes cognitive dimensions (talent) and non-cognitive dimensions (interests, attitudes, and temperamental qualities). It can be concluded that creative people have significant personality traits and are different from people who are less creative (Juwono & Wangsadinata, 2012). (Juwono & Wangsadinata, 2010)..

### 2.6. Relationship between Variables

#### 2.6.1 Competitiveness on the Influence of Intellectual Capital

There is a positive relationship between Competitiveness and Intellectual Capital. The more effective Competitiveness is, the more Intellectual Capital is. Competitiveness in a relatively higher and sustainable intellectual capital factor to face competition. (Abarca, 2021)

#### Shared Leadership on the Influence of Intellectual Capital

Shared Leadership can have a positive impact on the influence of intellectual capital. It has a positive impact on individuals, teams, and organizations such as increasing job satisfaction. (Chen & Zhang, 2023)

#### Creativity on the Influence of Intellectual Capital

Creativity is a person's ability to produce something new, both in the form of ideas and real work, which is relatively different from what has existed before and influences a person's Intellectual Capital. (Juwono & Wangsadinata, 2010)

### 2.7. Framework of Thought

#### Hypothesis Development

H1: Intellectual Capital has a positive effect on Competitiveness

This hypothesis states that competitiveness will have a positive and significant influence on the cognitive response of the recipient, such as understanding and assessment of the information conveyed.

H2: Shared Leadership has a positive effect on Competitiveness

This hypothesis states that the quality of arguments in shared leadership will have a

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positive and significant influence on the affective response of the recipient, such as positive or negative feelings arising as intellectual capital.

H3: Creativity has a positive effect on Competitiveness

This hypothesis states that creativity will have a positive and significant influence on the cognitive response of the recipient, such as increased understanding or knowledge of the intellectual capital.

H4: Intellectual Capital has a positive effect on Shared Leadership

H5: Creativity has a positive effect on Shared Leadership

H6: Intellectual Capital has a positive effect on Shared Leadership and Competitiveness

H7: Intellectual Capital has a positive effect on Creativity and Competitiveness

### **3. Research Methods.**

#### *3.1 Method*

This research uses a quantitative approach with descriptive and verification research designs. Descriptive research aims to obtain clearly about a particular situation or situation, while verification research aims to determine the clarity of the relationship of a variable (testing a hypothesis) through data collection in the field.

#### *3.2 Objects and Subjects of Research*

The scope of this research is intellectual capital. The object of this research is Competitiveness, Shared Leadership, Creativity conducted at Bina Darma University Palembang.

The research subjects were employees and lecturers of private universities at Bina Darma University Palembang.

#### *3.3 Research Population and Sample*

The population of this study were some employees and lecturers from PTS Bina Darma University spread across all departments.

The sample units in this study were employees and lecturers. The number of respondents in each department was taken as many as 20 respondents. The sampling technique was carried out randomly and *stratified (stratified random sampling)* in each form of department at Bina Darma University Palembang.

#### *3.4 Variable Definitions and Operations*

Table 1 Variable Definitions and Operations

| No. | Concept                                         | Variables            | Indicator                                                                             | Scale    |
|-----|-------------------------------------------------|----------------------|---------------------------------------------------------------------------------------|----------|
| 1   | Competitiveness<br>(Porter, 2013)               | Competitiveness      | Competitive Price<br>Product Quality<br>Flexibility                                   | Interval |
| 2   | Shared<br>Leadership<br>(Chen & Zhang,<br>2023) | Shared<br>Leadership | Sources of Leadership<br>Influence<br>Unit of Analysis<br>For Leadership<br>Influence | Interval |

|   |                                          |                         | Distribution                                                                                                                                                                      |          |
|---|------------------------------------------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 3 | Creativity<br>(Anggraini,<br>2018)       | Creativity              | Have high curiosity<br>Having a confidence<br>in one's self<br>One has high<br>perseverance.<br>One is brave in<br>expressing an<br>opinion<br>Someone has a high<br>imagination. | Interval |
| 4 | Intellectual<br>Capital (ICPEN,<br>2016) | Intellectual<br>Capital | <i>Human Capital</i><br><i>Structural capital</i><br><i>Relational capital or</i><br><i>customer capital</i>                                                                      | Interval |

### 3.5 Data Analysis Technique

Data analysis was carried out to present the results of the study and test the research hypothesis. The data analysis techniques used are descriptive statistical analysis and inferential analysis. Descriptive statistical analysis was carried out to present the research data simply presented in tabular and graphical form. Inferential statistical analysis is carried out to test the research hypothesis as well as various assumptions that must be met.

The statistical analysis technique used in this research is the *structural* equation model (*SEM*) approach. *Structural Equation Modeling* (*SEM*), is the most common statistical modeling technique and has been widely used in *behavioral science*. *SEM* can be shown as a combination of factor analysis, regression analysis, and path analysis. (Gunarto & Darma, 2015)

## 4. Findings and Discussion

### 4.1 Respondent Characteristics

Various characteristics of respondents involved in the study, and obtained as many as 102 respondents have been declared feasible and meet the criteria. Profile of respondents of Bina Darma University Employees and Lecturers who work at Bina Darma University. This includes characteristics of gender, age and occupation which are described descriptively.

### 4.2 Analysis Results and Measurement Model

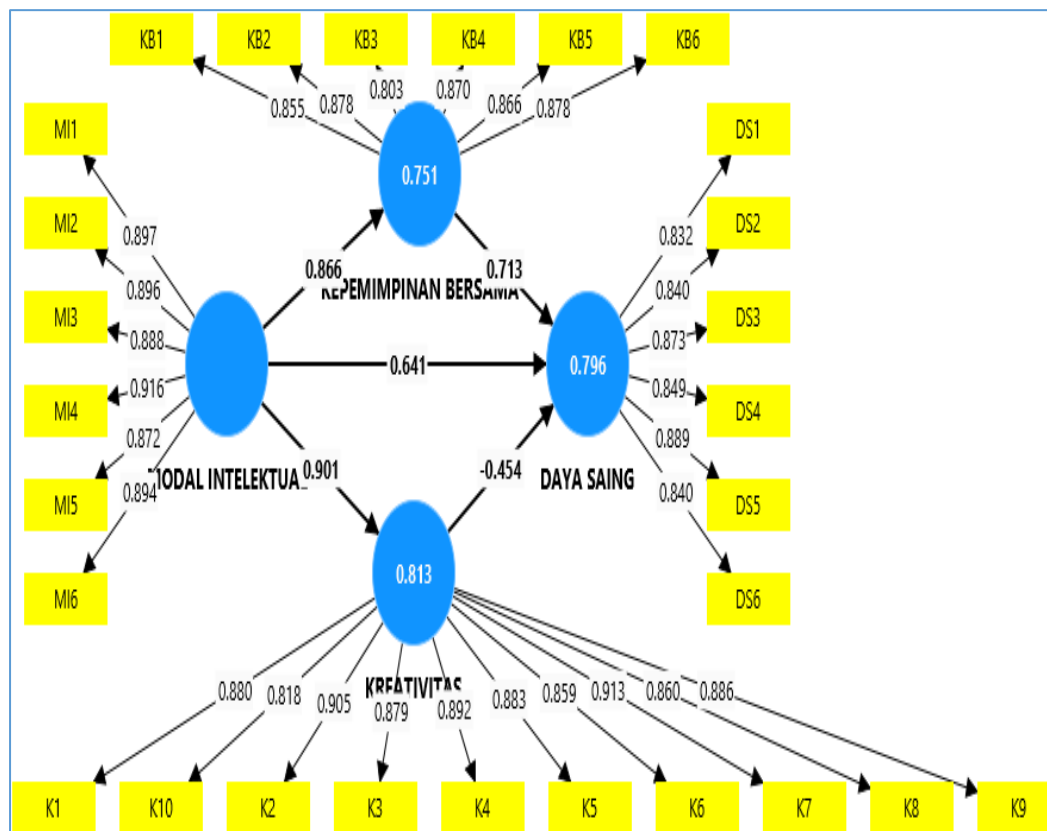


Figure 1. Analysis Results and Measurement Model

The initial measurement model at the *lower order* explains the manifest variables that correlate with the construct (*outer loading*). The results of the measurement model in its *higher order* explain the value of the *path coefficients* between constructs.

#### 4.2.1 Outer Loading Value of Initial Measurement Capital

Table 2. Outer Loading Value of Initial Measurement Capital

|     | COMPETITIVE POWER | SHARED LEADERSHIP | CREATIVITY | INTELLECTUAL CAPITAL |
|-----|-------------------|-------------------|------------|----------------------|
| DS1 | 0.832             |                   |            |                      |
| DS2 | 0.840             |                   |            |                      |
| DS3 | 0.873             |                   |            |                      |
| DS4 | 0.849             |                   |            |                      |
| DS5 | 0.889             |                   |            |                      |
| DS6 | 0.840             |                   |            |                      |
| K1  |                   |                   | 0.880      |                      |
| K10 |                   |                   | 0.818      |                      |
| K2  |                   |                   | 0.905      |                      |
| K3  |                   |                   | 0.879      |                      |
| K4  |                   |                   | 0.892      |                      |
| K5  |                   |                   | 0.883      |                      |
| K6  |                   |                   | 0.859      |                      |
| K7  |                   |                   | 0.913      |                      |

|     |  |       |       |       |
|-----|--|-------|-------|-------|
| K8  |  |       | 0.860 |       |
| K9  |  |       | 0.886 |       |
| KB1 |  | 0.855 |       |       |
| KB2 |  | 0.878 |       |       |
| KB3 |  | 0.803 |       |       |
| KB4 |  | 0.870 |       |       |
| KB5 |  | 0.866 |       |       |
| KB6 |  | 0.878 |       |       |
| MI1 |  |       |       | 0.897 |
| MI2 |  |       |       | 0.896 |
| MI3 |  |       |       | 0.888 |
| MI4 |  |       |       | 0.916 |
| MI5 |  |       |       | 0.872 |
| MI6 |  |       |       | 0.894 |

Based on Table 2. it can be seen that the outer loading on the Competitiveness variable does not have indicators worth  $<0.7$ , so the indicator is declared valid. In the *outer loading* value of the *Shared Leadership* variable, there are no indicators worth  $<0.7$ , so the indicator is declared valid. In the *outer loading* value of the *Creativity* variable, there are no indicators worth  $<0.7$ , so the indicator is declared valid. In the *outer loading* value of the *Intellectual Model* variable, there are no indicators worth  $<0.7$ , so the indicator is declared valid. The Measurement Model is carried out through an iteration process by eliminating invalid indicators, resulting in the final model as in Figure 4.2.

#### 4.2.2 Cronbach's Alpha, Composite Reliability, and AVE Values

Table 3. Cronbach's Alpha, Composite Reliability, and AVE Values

|                      | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|----------------------|------------------|-------------------------------|-------------------------------|----------------------------------|
| COMPETITIVE POWER    | 0.926            | 0.929                         | 0.942                         | 0.729                            |
| SHARED LEADERSHIP    | 0.929            | 0.929                         | 0.944                         | 0.738                            |
| CREATIVITY           | 0.967            | 0.967                         | 0.971                         | 0.771                            |
| INTELLECTUAL CAPITAL | 0.950            | 0.951                         | 0.960                         | 0.799                            |

The next step is to continue the validity measurement process by assessing discriminant validity. One way to measure discriminant validity is to use the criteria from Fornell and Larcker (Ketchen, 2013). Discriminant validity can be said to be fulfilled if the root value of the correlation between latent constructs is smaller than the AVE of each construct involved, or if the square root of the AVE is greater than the correlation between latent constructs.

#### 4.2.3 Correlation Value Between Variable Constructs

Table 4. Correlation Value Between Variable Constructs

|                          | COMPETITIV<br>E POWER | SHARED<br>LEADERSH<br>IP | CREATIVIT<br>Y | INTELLECTU<br>AL CAPITAL |
|--------------------------|-----------------------|--------------------------|----------------|--------------------------|
| COMPETITIV<br>E POWER    |                       |                          |                |                          |
| SHARED<br>LEADERSHIP     | 0.908                 |                          |                |                          |
| CREATIVITY               | 0.821                 | 0.972                    |                |                          |
| INTELLECTU<br>AL CAPITAL | 0.901                 | 0.918                    | 0.937          |                          |

Based on Table 4. it can be seen that Cronbach's alpha value for each dimension and variable construct is above 0.7, and the composite reliability value for each dimension and variable construct is also above 0.7, so it can be said that all variables and their manifestations have good reliability. Based on the *outer model* measurements on the revised latent variables, it can be concluded that all revised variable constructs are valid and *reliable*.

#### 5. Structural Model Analysis Results (Inner Model)

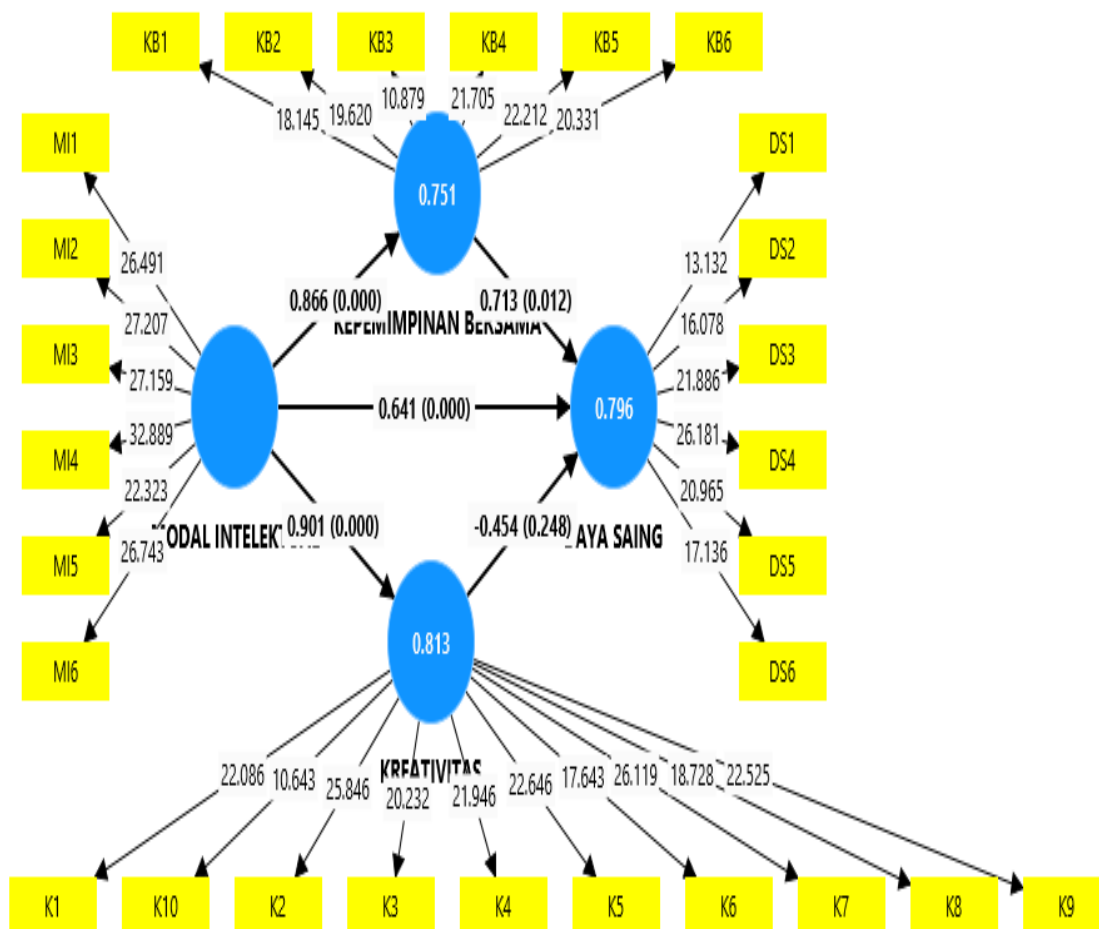


Figure 2 shows the relationship that occurs between exogenous and endogenous latent variables. The values shown are the *path coefficients* on each relationship which shows the direct effect of exogenous variables on endogenous variables.

### 5.1 R square value

Table 5. R square value

|                   | R-square | Adjusted R-square |
|-------------------|----------|-------------------|
| COMPETITIVE POWER | 0.796    | 0.790             |
| SHARED LEADERSHIP | 0.751    | 0.748             |
| CREATIVITY        | 0.813    | 0.811             |

Based on Table 5 refers to the *rule of thumb* for the strength of the prediction model which states that the *R square* value of 0.796 in structure I shows a strong model, that the strength of the substructure I model in explaining the variation of sample data in predicting the population is strong. In structure II the *R square* value of 0.751 indicates a strong model. In structure III the *R square* value of 0.813 indicates a strong model

### 5.2 F square value

Table 6. F square values

|                      | COMPETITIVE POWER | SHARED LEADERSHIP | CREATIVITY | INTELLECTUAL CAPITAL |
|----------------------|-------------------|-------------------|------------|----------------------|
| COMPETITIVE POWER    |                   |                   |            |                      |
| SHARED LEADERSHIP    | 0.355             |                   |            |                      |
| CREATIVITY           | 0.108             |                   |            |                      |
| INTELLECTUAL CAPITAL | 0.362             | 3.010             | 4.337      |                      |

Based on Table 6, the *effect size* value  $f^2$  of 4.337 shows that the latent variable Intellectual Capital influences Customer Retention. This category refers to the *rule of thumb* of the *inner model* about *effect size*  $f^2$

### Path Coefficients, T-statistics, P values

Table 7 Path Coefficients, T-statistics, P values

|                                       | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values |
|---------------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| SHARED LEADERSHIP -> COMPETITIVENESS  | 0.713               | 0.647           | 0.284                      | 2.513                    | 0.012    |
| CREATIVITY -> COMPETITIVENESS         | -0.454              | -0.355          | 0.393                      | 1.156                    | 0.248    |
| INTELLECTUAL MODEL -> COMPETITIVENESS | 0.641               | 0.611           | 0.119                      | 5.404                    | 0.000    |

|                                                    |       |       |       |        |       |
|----------------------------------------------------|-------|-------|-------|--------|-------|
| INTELLECTUAL<br>CAPITAL<br>SHARED<br>LEADERSHIP -> | 0.866 | 0.864 | 0.051 | 17.083 | 0.000 |
| INTELLECTUAL<br>CAPITAL<br>CREATIVITY ->           | 0.901 | 0.898 | 0.038 | 23.570 | 0.000 |

There is an indirect negative effect between Creativity on Competitiveness of -0.454 and statistically significant because the t-count value is 1.156 (smaller than 1.96). This condition shows that if creativity is good, then competitiveness is able to survive.

There is a positive effect of Intellectual Capital on Creativity of 0.901 (90.1%), statistically and significantly because the t-count value is 23.570 (smaller than 1.96) or *p-value* 0.136 (greater than 5%). This condition shows that Intellectual Capital can increase Creativity.

There is a positive influence of *Intellectual Capital* on *Shared Leadership* with a value of 0.866 (86.6%), statistically significant because the t-count value is 17.083 (greater than 1.96) This condition shows that Intellectual Capital has an influence on Shared Leadership.

There is a positive influence of *Intellectual Capital* on *Competitiveness* with a value of 0.641 (64.1%), statistically significant because the t-count value is 5.404 (greater than 1.96) This condition indicates that Intellectual Capital has an influence on Competitiveness.

There is a positive influence of *Shared Leadership* on *Competitiveness* with a value of 0.713 (71.3%), statistically significant because the t-count value is 2.513 (greater than 1.96) This condition shows that Intellectual Capital has an influence on Competitiveness.

#### Mediation Effect

Table 8. Mediation Effect

| Influence Relationship                                                                                                                  | Statistical Value                       | Description   |
|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------|
| INTELLECTUAL<br>CAPITAL -><br>CREATIVITY -><br>COMPETITIVENESS<br>INTELLECTUAL<br>CAPITAL -> SHARED<br>LEADERSHIP -><br>COMPETITIVENESS | $(0.247)^2 (0.014)^2 =$<br>0.0000119578 | Low Influence |

The results of the statistical value on Upsilon ( $\nu$ ), Intellectual Capital successfully mediates the relationship between Creativity and Competitiveness with a low mediating effect. So a new strategy is needed to improve Shared Leadership and strengthen Competitiveness.

#### Discussion

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The discussion in this study aims to determine the analysis of intellectual capital to strengthen competitiveness through joint leadership and creativity (a study at Bina Darma University as a Mediating Variable). The respondents in this study totaled 103 respondents from several questions in the form of a questionnaire that had been distributed for approximately 2 weeks. The characteristics of respondents of lecturers and employees at Bina Darma University who got the overall results were male with the most age > 35 years.

#### 5.5.1 Hypothesis 1 (H1): There is a negative influence between Creativity on Competitiveness

The analysis shows that Creativity negatively affects competitiveness by -0.454 and is statistically significant because the t-count value is 1.156 (smaller than 1.96). This condition shows that if creativity is good, then competitiveness is able to survive. This finding is not relevant with the findings of (Sakka, 2018) (Jabbour & Jabbour, 2015). Creativity is a decisive factor in offering innovative educational programs, unique teaching methods, and curriculum relevant to industry needs.

#### 5.5.2 Hypothesis 2 (H2): There is a positive influence between Intellectual Capital on Creativity

The results of the analysis show that there is a positive effect of Intellectual Capital on Creativity of 0.901, statistically and significantly because the t-count value is 23.570 (smaller than 1.96) or *p-value* 0.136 (greater than 5%). This condition shows that Intellectual Capital can increase Creativity. This finding is relevant to the findings of (Roy et al., 2020). High intellectual capital in private universities allows teachers to develop more innovative and effective teaching methods.

#### 5.5.3 Hypothesis 3 (H3): There is a positive influence between Intellectual Capital on Shared Leadership

The results of the analysis show that there is a positive influence of Intellectual Capital on Shared Leadership with a value of 0.866, statistically significant because the t-count value is 17.083 (greater than 1.96). This condition indicates that Intellectual Capital has an influence on Shared Leadership. This finding is relevant with previous findings (Azadegan et al., 2019). Intellectual capital plays an important role in influencing shared leadership in private universities.

#### 5.5.4 Hypothesis 4 (H4): There is a positive influence between Intellectual Capital on Competitiveness

The results of the analysis show that Intellectual Capital has a positive effect on Competitiveness with a value of 0.641, statistically significant because the t-count value is 5.404 (greater than 1.96). This condition indicates that Intellectual Capital has an influence on Competitiveness. This finding is relevant with previous findings (Sriyakul et al., 2019). Intellectual capital plays an important role in determining the competitiveness of private universities. By effectively utilizing knowledge, skills, and experience, universities can improve academic quality, develop innovative curricula, advance research, establish strategic partnerships, and provide infrastructure and services that support students. All these factors contribute to enhancing the reputation and competitiveness of colleges, enabling them to stand out in the competitive higher education market.

#### 5.5.5 Hypothesis 5 (H5): There is a positive influence between Shared Leadership on Competitiveness

The results of the analysis show that there is a positive influence of *Shared Leadership* on

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*Competitiveness* with a value of 0.713, statistically significant because the t-count value is 2.513 (greater than 1.96) This condition indicates that Shared Leadership has an influence on Competitiveness. This finding is relevant with previous findings (Ojha et al., 2018). Shared leadership plays an important role in improving the competitiveness of private universities by promoting inclusive decision making, encouraging innovation, building a positive work culture, increasing responsiveness, and strengthening external partnerships.

**5.5.6 Hypothesis 6 (H6):** Intellectual Model mediates the relationship between Creativity and Competitiveness.

The result of the statistical value on Upsilon ( $\nu$ ) is 0.247 so that Intellectual Capital successfully mediates the relationship between Creativity to Competitiveness with a high mediating effect, therefore private universities can facilitate and encourage students to develop creative and innovative imaginations so that the quality of education offered by private universities is better than competitors. Likewise, it turns out that this finding also does not corroborate the findings of previous research (Muafi & Uyun, 2018)

**5.5.7 Hypothesis 7 (H7):** The Intellectual Model mediates the relationship between Shared Leadership and Competitiveness.

The result of the statistical value on Upsilon ( $\nu$ ), amounting to 0.014 so that Intellectual Capital successfully mediates the relationship between Shared Leadership on Competitiveness with a low mediating effect, therefore this private college encourages collaboration between analysis units to improve the efficiency and effectiveness of academic and administrative services so that certain aspects of flexibility or services of private colleges that need to be improved to be superior compared to competitors. Likewise, it turns out that this finding also does not corroborate the findings of previous research (Muafi & Uyun, 2018)

## **5. Conclusion**

### *Conclusion*

Creativity negatively affects Competitiveness by -0.454 and is statistically significant because the t-count value is 1.156 (smaller than 1.96). This condition shows that if creativity is good, then competitiveness is able to survive.

Intellectual Capital has a positive effect on Creativity of 0.901, statistically and significantly because the t-count value is 23.570 (smaller than 1.96) or *p-value* 0.136 (greater than 5%). This condition shows that Intellectual Capital can increase Creativity.

Intellectual Capital has a positive effect on Shared Leadership with a value of 0.866, statistically significant because the t-count value is 17.083 (greater than 1.96) This condition indicates that Intellectual Capital has an influence on Shared Leadership.

Intellectual Capital has a positive effect on Competitiveness with a value of 0.64, statistically significant because the t-count value is 5.404 (greater than 1.96) This condition indicates that Intellectual Capital has an influence on Competitiveness.

Shared Leadership has a positive effect on Competitiveness with a value of 0.713, statistically significant because the t-count value is 2.513 (greater than 1.96) This condition shows that Intellectual Capital has an influence on Competitiveness.

Intellectual Capital successfully mediates the relationship between Creativity to Competitiveness with a high mediating effect, therefore private universities can facilitate and encourage students to develop creative and innovative imaginations so that the quality of

education offered by private universities is better than competitors.

Intellectual Capital successfully mediates the relationship between Shared Leadership and Competitiveness with a low mediating effect, therefore this private university encourages collaboration between analysis units to improve the efficiency and effectiveness of academic and administrative services so that certain aspects of flexibility or services of private universities that need to be improved to be superior to competitors.

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