



The Effect of Supply Chain Management and Total Quality Management to Organizational Performance Mediating by Competitive Advantage

Bagas Dwi Saputra¹, Wahyuningsih Santosa², Triwulandari SD³
^{1,2,3}(Faculty of Economics and Business/Universitas Trisakti, Indonesia)

ABSTRACT

This study aims to examine the effect of supply chain management (SCM) and total quality management (TQM) on organizational performance mediated by competitive advantage in coffee shops in Bekasi. The independent variables used in this study are supply chain management (SCM) and total quality management (TQM). The competitive advantage variable is used as a mediating variable. The dependent variable in this study is organizational performance. The sample in this study was 168 respondents using a purposive sampling technique. The data analysis model used is the Structural Equation Model (SEM). The results of this study are that there is a direct positive effect of supply chain management (SCM) on competitive advantage, there is a direct positive effect on supply chain management (SCM) on organizational performance or not. Directly by mediating competitive advantage, there is a direct positive effect of total quality management (TQM) on organizational performance and indirectly by mediating competitive advantage, there is a direct positive effect of competitive advantage on organizational performance. Therefore this study examines supply chain management (SCM), total quality management (TQM), competitive advantage, and organizational performance at coffee shops in Bekasi. The indicators in this study are adjusted for coffee shops in Bekasi.

KEYWORDS– Supply Chain Management, Total Quality Management, Competitive Advantage, Organizational Performance, Coffe Shops

1. INTRODUCTION

The coffee shop business is booming in Indonesia, this is mostly in demand by young people, starting with a hobby of visiting coffee shops to chat with friends, doing assignments to conducting business transactions, from this observation people can see business opportunities, so this is the basis many people create private coffee shops, this is due to the development of the coffee industry which continues and even increases (cnnindonesia, 2022). In today's coffee business, many variants are offered, not only the classic coffee menu, coffee and milk mixture is also a favorite, and many coffee shops provide non-coffee menus for customers who cannot drink coffee. It is increasingly difficult for coffee shop owners to continue to maintain their business existence. Therefore, coffee shop owners must be able to compete for the attention of consumers. Each coffee shop must prepare everything to face the challenges that arise, by developing various strategies according to current market conditions, each coffee shop must also pay attention to how their supply chain management is to produce the best product that can provide customer satisfaction, besides that the organization must also have its own characteristics that make coffee shops different from one another, this aims to create organizational performance that makes the organization superior among the others and remains the choice of consumers.

In his research (Su & Gargeya, 2012) states that reducing production costs borne but still being able to meet consumer needs, this is the best way to compete effectively in the market which can be done through proper supply chain management, because it is considered important to organizational performance. Studies conducted

by (Lin & Tseng, 2016) state that supply chain motivation is to assist in renewal, flexibility and then reduce manufacturing costs. According to (Kaur et al., 2019) states that poorly organized supply chain management is an obstacle to organizational performance, this is due to the not yet optimal competitive advantage of an organization. In its implementation so that an organization can increase the superiority of its resources, the supply chain must run well from the main supplier to the final consumer, this is done in order to achieve competitive advantage in the future for all partners in the supply chain (Khaddam et al., 2020) . So with the application of proper supply chain management, so that it can increase the competitive advantage of an organization and have an impact on the effectiveness of organizational performance.

Research conducted by (Abdallah & Al-Ghwayeen, 2019) states that total quality management can affect organizational performance by increasing organizational responsiveness for competitive advantage. (Agyabeng-Mensah et al., 2021) demonstrated that TQM can increase profitability through customer satisfaction, which can build loyalty among an organization's customers. Research conducted by (Alam & Santosa, 2022), also shows that there is a positive and significant influence of TQM on operational performance mediated by learning organizations. By implementing good total quality management, using factors from total quality management that focus on customers will have an impact on improving company performance (Amna et al., 2022). It is very important for coffee shop business people to continue to improve total quality management to maintain existence and competitive advantage to improve organizational performance.

This research will be conducted at coffee shops in Bekasi, because in this area the development of coffee shops has experienced a very significant increase, which has saturated the market and forced coffee shops to innovate. This is interesting to use as a basis for research and find out whether coffee shops in Bekasi have implemented the right supply chain management and total quality management to create competitive advantage with the aim of improving organizational performance.

2. LITERATURE REVIEWS

Supply Chain Management

The SCM is a systematic and strategic coordination of a traditional business function and cross-business tactics within a particular company (Quynh & Huy, 2018). Another definition of SCM is mentioned as the coordination of production, inventory, location and transportation related in the supply chain to achieve the best combination of responsiveness and efficiency for the market served (Afande et al., 2015). Supply chain management is a process that provides a product through the addition of an integrated service to consumers (Gómez-Cedeño et al., 2015). In this case SCM plays an important role as a bridge between the organization and its relationship with suppliers, relations with intermediaries and distributors and relationships with customers, then (Handoko et al., 2015) states that there are five main procedures in the supply chain which can be summarized as; purchasing, creation, delivery, storage and sale.

Total Quality Management

The Total quality management is an ongoing process whereby top management takes the steps required by the organization to build and achieve standards that meet or exceed the needs and expectations of their customers, both external and internal (Mensah et al., 2012) . Another definition of (Zhang et al., 2012) states that total quality management is a strategic approach that improves organizational performance and includes a series of technical and socio-cultural factors. (Tortorella et al., 2020) defines total quality management as a multi-item construct that goes beyond the single use of quality standards and measures. Furthermore, total quality management aims at promoting people-focused management, encouraging employee participation and a collaborative culture to continuously improve and add value to customers (Kober et al., 2012). Furthermore, (Sahoo, 2021) emphasizes that TQM is a set of manufacturing practices that can help continuous improvement, meeting customer requirements, reducing rework, long-term thinking, increasing employee engagement and teamwork, redesigning processes, as competitive comparability, problem-based solving team, constant measurement of results and closer relationships with suppliers.

Competitive Advantage

Competitive advantage is defined as the extent to which an organization is able to create a defensible position over its competitors, which consists of capabilities that enable an organization to differentiate itself from its competitors and are the result of management decisions. Critical (Quynh & Huy, 2018). Another definition stated by (Vargas et al., 2018) that competitive advantage is a direct contact to the market that is comparative with major business entrants, design and relationship product growth and increased organizational status that is

comparative to its main competitors.

Organizational Performance

Organizational performance is defined as financial performance consisting of financial efficiency measures such as return on investment and return on equity, and profit measures such as return on sales and net profit margin, profit, turnover or return on investment (Rahman & Ramli, 2014). In addition, organizational performance is defined as the extent to which the company achieves goals and important steps to meet customer needs (Munizu, 2013). (Mukhsin & Suryanto, 2017) defines organizational performance as the ability of the organization to achieve the goals that have been set. Another definition stated by (Karimi & Rafiee, 2014) that organizational performance is the ability of the organization to meet the company's financial goals.

3. CONCEPTUAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

By implementing supply chain management and total quality management in its operational activities, it can help MSMEs have a competitive advantage that can be a differentiator between one MSMEs and other MSMEs. This will increase organizational performance.

In this study, we will examine the positive influence of supply chain management on organizational performance directly or through the mediation of competitive advantage and test the positive effect of total quality management on organizational performance directly or through the mediation of competitive advantage. The conceptual framework designed in this study is as follows:

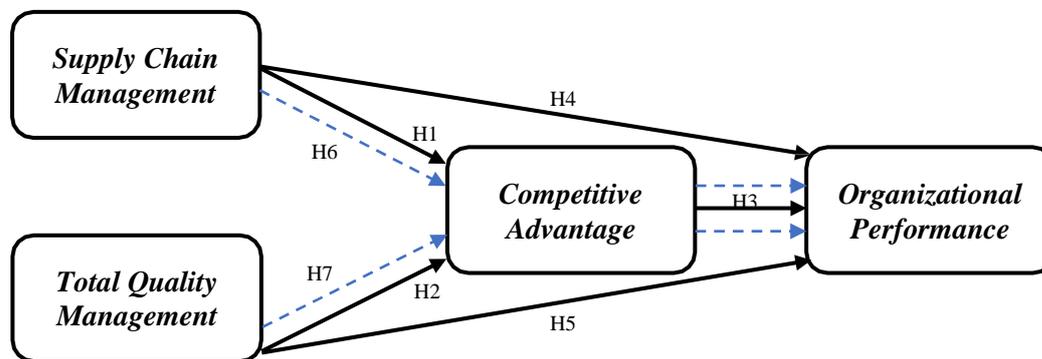


Fig. 1 Conceptual Framework

Hypothesis Development

Supply Chain Management and Total Quality Management

Supply chain management as a whole activity that aims to coordinate activities in the supply chain to maximize competitive advantage and benefits for end consumers (Heizer et al., 2015). In strategic partnerships and co-programming, companies can increase the possibility to develop competitive advantages, and efficiently manage environmental uncertainties and insecurities (Uddin & Akhter, 2019). The study conducted (Tukamuhabwa et al., 2021) states that the implementation of SCM will have an impact on organizational performance and competitive advantage through price or cost, quality, delivery dependability, time to market, and product innovation. Furthermore, (Li et al., 2006) suggested that the implementation of SCM such as strategic supplier partnerships can increase competitive advantage through improving supplier performance and reducing time to market.

H1: Supply chain management has a positive effect on competitive advantage

Total Quality Management and Competitive Advantage

Research conducted by (Prayhoego & Devie, 2013) found that TQM has an effect on competitive advantage, this is based on the statement that TQM is a paradigm that can maximize company competitiveness based on customer satisfaction, employee involvement and overall improvement regarding product quality. Furthermore (Attiany, 2014) states that TQM has a big role for organizations to gain competitive advantage by developing a better mindset. In line with previous findings (Amna et al., 2022) stated that TQM has a significant influence on competitive advantage, due to the application of TQM which can provide quality services and provide maximum results to customers so as to create competitive advantage.

H2: Total quality management has a positive effect on competitive advantage

Competitive Advantage and Organizational Performance

(Storer et al., 2014) in his research argues that the better an organization's competitive advantage will have a positive impact and improve the organization's performance. Other research states that the factors that can affect organizational performance are the characteristics of entrepreneurs, implementing best practices and the competitive advantage of an organization (Rahman & Ramli, 2014). In line with these findings (Alsoboa et al., 2015) states that competitive advantage has a significant effect on organizational performance. Furthermore, (Alawadi et al., 2019) found that there is a significant influence between competitive advantage and organizational performance, this is based on the finding that increasing competitive advantage can help organizations assess organizational capabilities and potential, assist in internal and external environmental assessments. , analyzing internal strengths and weaknesses, as well as external opportunities and threats, analyzing competitive strengths, such as suppliers, investors, new competitors, alternative products and competition with other organizations. Furthermore (Latuconsina, 2021) assumes that competitive advantage has a positive influence on organizational performance.

H3: Competitive advantage has a positive effect on organizational performance

Supply Chain Management and Organizational Performance

Organizations must focus on speed, efficiency and customer value which can increase the organization's overall competitiveness (Phan et al., 2019). Research conducted by (Sharma & Modgil, 2019) states that to compete among supply chains, a best practice is needed that can support and create value throughout the supply chain. Good supply chain management is considered a driving force for reducing lead times and material costs and can improve product and organizational quality (Sahoo, 2021). SCM creates activities related to manufacturers, customers and suppliers that demand long-term partnership relationships to develop (Näslund & Hulthen, 2012). In line with that, (Oghazi et al., 2018) added that SCM helps companies to allocate resources and produce products appropriately and proportionally.

H4: Supply chain management has a positive effect on organizational performance

Total Quality Management and Organizational Performance

Improving the quality of organizational products and services is fundamental to business success (Androwis et al., 2018) . Another study conducted by (Al-Dhaafri & Al-Swidi, 2016) states that TQM is considered one of the most important management strategies that participate in obtaining quality products and services. Furthermore (Youssef & Youssef, 2016) argues that TQM will increase the company's commitment to quality and if implemented correctly will increase the company's competitiveness. Any decrease in customer satisfaction due to poor product and service quality will be the biggest cause of organizational failure (Kafetzopoulos et al., 2015). Research conducted by (Valmohammadi & Roshanzamir, 2015) states that TQM failure will cause serious problems that threaten the survival of an organization. (Miyagawa & Yoshida, 2010) found that there is a positive relationship between TQM and Organizational Performance.

H5: Total quality management has a positive effect on organizational performance

Supply Chain Management, Competitive Advantage and Organizational Performance

Previous research conducted by (Quynh & Huy, 2018) found that there is a significant influence between supply chain management on competitive advantage and organizational performance and a significant relationship between competitive advantage and organizational performance. In line with that, research conducted by (Jamaludin, 2021) stated that SCM has a positive and significant impact on organizational performance through competitive advantage, namely by implementing SCM an organization can produce and distribute based on the right quantity, right location, and right time. with good quality to provide services that satisfy consumers so as to increase the competitive advantage of the organization and have an impact on improving company performance. *H6: Supply chain management has a positive effect on organizational performance by mediating competitive advantage*

Total Quality Management, Competitive Advantage and Organizational Performance

Research conducted by (Prayhoego & Devie, 2013) states that there is a significant relationship between TQM and competitive advantage and organizational performance and competitive advantage with organizational performance. In line with that, research conducted by (Amna et al., 2022) found that to improve good organizational performance, a company must have strong competitiveness, innovate, and provide the best service for customers.

H7: Total quality management has a positive effect on organizational performance by mediating competitive advantage

4. METHODS AND SAMPLES

The research design used in this study is hypothesis testing with cross-sectional data and individual analysis units. The research population is coffee shops in Bekasi, with a sample of 168 coffee shop owners or/and employees in Bekasi. Data were obtained by distributing questionnaires, while hypothesis testing was carried out using the Structural Equation Modeling (SEM) method using SPSS 22 and AMOS. The data collection technique used in this study was a questionnaire.

5. RESULTS AND DISCUSSIONS

The results of the validity test indicated that all of the research instruments were declared valid. The reliability test showed that the Crombach Alpha coefficient for supply chain management, total quality management, competitive advantage and organizational performance had values above 0.6 so that all variables in this study were declared reliable. The Goodness of Fit test shows the criteria based on various measurement models that have been carried out, it is known that the NFI and CFI values are concluded as goodness of fit models, and the rest are concluded as poor fit models. Therefore, research can be continued (Hair Jr et al., 2014). The results of hypothesis testing are shown in table 1 below:

hypothesis	Coefficient	p-values	Decision
H 1 : Supply chain management has a positive effect on competitive advantage	0.428	0.0 45	Supported
H 2 : Total quality management has a positive effect on competitive advantage	0.483	0.0 23	Supported
H 3 : Competitive advantage has a positive effect on organizational performance	0.563	0.0 29	Supported
H 4 : Supply chain management has a positive effect on organizational performance	0.109	0.00 6	Supported
H 5 : Total quality management has a positive effect on organizational performance	0.345	0.039	Supported
H 6 : Supply chain management has a positive effect on organizational performance by mediating competitive advantage	0.240	0.001	Supported
H 7 : Total quality management has a positive effect on organizational performance by mediating competitive advantage	0.271	0.000	Supported

Direct Effect

Supply Chain Management and Competitive Advantage

The supply chain management variable has a positive effect on competitive advantage so that it can be concluded that H1 is accepted. These results indicate that coffee shops in Bekasi have implemented good supply chain management, namely that they have considered quality as the number one criterion in selecting suppliers such as finding suppliers who have the best coffee beans in their class, selecting other complementary ingredients such as milk, syrup. various flavors, and fresh ingredients such as fruits, are selected according to the standards that each coffee shop has that are tailored to the wishes of customers, so that coffee shops in Bekasi can compete on the basis of quality because they offer high quality products to consumers, so coffee shops in Bekasi can have the expected competitive advantage.

Total Quality Management and Competitive Advantage

The total quality management variable has a positive effect on competitive advantage so that it can be concluded that H2 is accepted. These results indicate that coffee shop owners or employees in Bekasi have implemented good total quality management, namely by encouraging customers to visit our store, such as providing discounts on certain days, providing live music entertainment on weekends, providing a meeting place. conducive environment, as well as providing various kinds of products based on consumer interest, both coffee and non- coffee drinks. This can increase people's purchase intention to be higher because it is in accordance with the wishes and needs of customers, which is expected to have a positive impact on the survival

of the coffee shop business. So things like this can make a coffee shop have a competitive advantage because it can provide products that are tailored to consumers. To maximize the competitive advantage exercised by coffee shops in Bekasi, total quality management must also be implemented as well as possible

Competitive Advantage and Organizational Performance

The competitive advantage variable has a positive effect on organizational performance so that it can be concluded that H3 is accepted. These results indicate that coffee shops in Bekasi already have competitive advantages, such as being able to prepare customer product orders on time and being able to respond well to customer requests for new features. Orders made on time will give positive emotions to customers as well as a positive impact on the coffee shop, customers will feel well served if the order is appropriate and arrives on time. This can improve the professional skills of employees, employees will indirectly be trained and accustomed to doing effective work to make customer orders that are appropriate and on time so that simultaneously it will improve organizational performance. Apart from that, with the organization's ability to respond well to customer requests for new features, this will increase the aggressiveness of employee work attitudes. To have a competitive advantage, an organization must be able to be aggressive and dynamic with the current situation. for organizations to continuously develop and innovate. Thus the application of good competitive advantage will have a positive impact on organizational performance, so that coffee shops in Bekasi must have good competitive advantage to improve organizational performance and continue to exist and beloved by customers.

Supply Chain Management and Organizational Performance

The supply chain management variable has a positive effect on organizational performance so that it can be concluded that H4 is accepted. These results indicate that coffee shops in Bekasi have implemented supply chain management, such as interacting with customers to establish reliability, responsiveness and others as a standard. By doing things like this the coffee shop can improve relationships with customers which is useful for an organization to set standards for running a business, the standards in question are very closely related to customers, it relates to the tastes, habits, desires and needs of these customers, so that a standard is formed to improve organizational performance such as increasing employee professional skills, because the creation of employee professional skills has an impact on customer satisfaction and is expected to increase the number of buyers at the coffee shop. To improve organizational performance at coffee shops in Bekasi, organizations must also implement good supply chain management.

Total Quality Management and Organizational Performance

The total quality management variable has a positive effect on organizational performance so that it can be concluded that H5 is accepted. These results indicate that coffee shops in Bekasi have implemented total quality management, such as designing products according to consumer needs. then there are personal and sharing portions of snacks, to the availability of heavy meals of various flavors, seeing as the habits of consumers who come to coffee shops are usually not just for a short time, so the design is how consumers feel all their needs are met, from drinks to food, in addition to product facilities - the facilities provided are also very adequate such as clean toilets, stable wifi connection and also a place of worship in good condition also provided by the coffee shop. This is felt to be able to increase the number of buyers because buyers feel that all their needs are met in one place, with an increase in the number of buyers it will automatically increase sales revenue, thus organizational performance can be more measurable and better. To improve organizational performance, the thing that must be done by the organization is to implement good total quality management into the coffee shop business so that synergies are formed between organizations to customers and organizations to employees who will maintain the existence of the coffee shop.

Indirect Effect

Supply Chain Management and Organizational Performance Mediating by Competitive Advantage

The supply chain management variable has a positive effect on organizational performance which is mediated by competitive advantage so that it can be concluded that H6 is accepted. This is because coffee shops in Bekasi have implemented supply chain management such as interacting with customers to set reliability, responsiveness and others as standards for employees, this interaction makes customers get positive emotions because they feel valued, besides that the organization also considers quality as a criterion number one in choosing a supplier. With regard to the standards set by the organization, one example is that employees are required to prepare customer orders in a timely manner, then the organization is also required to be able to provide the types of products that customers need and respond well to customer requests for new features, this

will directly form a competitive advantage. Owned by the organization specifically in this study is a coffee shop in Bekasi. In line with that, this will directly increase the professionalism of employees because the standards set by the organization make employees trained to work effectively, then the organization can also increase the number of buyers because it has products according to the wishes and needs of customers, due to an increase in the number of customers, the organization also experience sales revenue so that it can continue to improve new product development with the aim of continuing to innovate, this will improve organizational performance in order to maintain business continuity.

Total Quality Management and Organizational Performance Mediating by Competitive Advantage

The total quality management variable has a positive effect on organizational performance which is mediated by competitive advantage, so that it can be stated that H7 is accepted. This is because coffee shops in Bekasi have implemented total quality management in their business processes, such as maintaining relationships with customers and encouraging customers to visit coffee shops, where when an organization maintains relationships with customers, the organization can find out what consumers want and need, what must be developed, maintained or improved in terms of products, business processes, and facilities available at the coffee shop, when the coffee shop knows these things it will directly increase the competitive advantage possessed by the coffee shop, which the coffee shop can provide the types of products that customers need and can also provide customized products, so that it has an impact on the coffee shop such as being able to reduce costs because there is not much speculation about products that customers will be interested in, then the coffee shop can also increase the number of buyers because what is provided at the coffee shop is in accordance with the tastes, desires and needs of the customer so that the customer does not need to look for another coffee shop as a substitute because he has already got what is expected. So that the coffee shop experiences an increase in revenue which is the hope of every business person, so that by implementing good total quality management and increasing its competitive advantage, organizations in this context are coffee shops in Bekasi can improve their organizational performance.

6. CONCLUSION AND FURTHER RESEARCH

Conclusions

Based on the results of the tests performed, the following conclusions were obtained:

1. Coffee shops in Bekasi are expected to continue implementing and improving supply chain management by engaging with customers to establish reliability, responsiveness and more as the standard for the organization. With the standards established, the organization can better know what deficiencies must be improved and even what strengths must be maintained so that it will help maintain the survival of the coffee shop business. Supply chain management has a positive influence on organizational performance, so that the application of good supply chain management must be carried out continuously by coffee shops in Bekasi to improve the expected organizational performance.
2. Coffee shops in Bekasi need to implement and improve total quality management by maintaining relationships with customers and designing products according to consumer needs which are expected to know the expectations and expectations of customers, besides that organizations must also encourage customers to visit stores by providing various kinds of benefits as triggers consumers to visit. If this is done well, organizational performance will also increase. Total quality management has a positive influence on organizational performance, so that a good implementation of total quality management will have an impact on increasing organizational performance.
3. Coffee shops in Bekasi must have a competitive advantage that is a differentiator and also a strength in an organization such as being able to compete on the basis of quality, being able to provide the types of products that customers need and preparing customer orders in a timely manner. It is this differentiator that can make a coffee shop superior to others, so that it can maintain the existence of the coffee shop business. Competitive advantage has the strongest influence on organizational performance, so increasing the competitive advantage that is already owned will have a major impact on increasing organizational performance at the coffee shop.

Further Research

1. For further research is expected to further expand the research area
2. For further research it is recommended to increase the number of respondents, namely more than 168 respondents
3. Considering that there are only two (2) goodness of fit measures for further research, the research model can be

improved by adding continuous improvement variables (Alawadi et al., 2019). Where these variables also have an influence on organizational performance.

REFERENCES

- [1] Abdallah, A. B., & Al-Ghwayeen, W. S. (2019). Green supply chain management and business performance: The mediating roles of environmental and operational performances. *Business Process Management Journal*, 26(2), 489–512. <https://doi.org/10.1108/BPMJ-03-2018-0091>
- [2] Afande, F. O., Ratemo, B. M., & Nyaribo, F. N. (2015). *Adoption of Supply Chain Management Practices : Review of Determining Factors*. 6(5), 72–78.
- [3] Agyabeng-Mensah, Y., Afum, E., Agnikpe, C., Cai, J., Ahenkorah, E., & Dacosta, E. (2021). Exploring the mediating influences of total quality management and just in time between green supply chain practices and performance. *Journal of Manufacturing Technology Management*, 32(1), 156–175. <https://doi.org/10.1108/JMTM-03-2020-0086>
- [4] Al-Dhaafri, H. S., & Al-Swidi, A. (2016). The impact of Total Quality Management on organizational performance. *Journal of Department of Business Administration*, 3(1), 79–85.
- [5] Alam, I. N., & Santosa, W. (2022). Pengaruh TQM Terhadap Kinerja Operasional Yang Dimediasi Oleh Organisasi Pembelajaran. *Jurnal Ekonomi Dan Bisnis*, 9(1), 146–156.
- [6] Alawadi, S., Alrajawy, I., & Bhaumik, A. (2019). The influence of competitive advantage analysis , continuous improvement on organizational performance : An empirical study on petroleum firms in Uae. *International Journal of Innovative Technology and Exploring Engineering*, 8(8s2), 509–517.
- [7] Alsoboa, S., AL-Ghazzwi, A., & Joudeh, A. (2015). The Impact of Strategic Costing Techniques on the Performance of Jordanian Listed Manufacturing Companies. *Research Journal of Finance and Accounting*, 6(10), 116–128.
- [8] Amna, V. Z., Hermawati, A., & Wulandari, W. (2022). Analisa Pengaruh Total Quality Management (TQM) Dalam Meningkatkan Kinerja Perusahaan Melalui Keunggulan Bersaing (Studi Pada Penerbit Literasi Nusantara Kota Batu). *Conference on Economic and Business Innovation*.
- [9] Androwis, N., Sweis, R. J., Tarhini, A., Moarefi, A., & Hosseini Amiri, M. (2018). Total quality management practices and organizational performance in the construction chemicals companies in Jordan. *Benchmarking*, 25(8), 3180–3205. <https://doi.org/10.1108/BIJ-05-2017-0094>
- [10] Attiany, M. S. (2014). Competitive Advantage Through Benchmarking : Field Study of Industrial Companies Listed in Amman Stock Exchange. *Journal of Business Studies*, 5(4), 41–52.
- [11] Gómez-Cedeño, M., Castán-Farrero, J. M., Guitart-Tarrés, L., & Matute-Vallejo, J. (2015). Impact of human resources on supply chain management and performance. In *Industrial Management and Data Systems* (Vol. 115, Issue 1). <https://doi.org/10.1108/IMDS-09-2014-0246>
- [12] Handoko, B. L., Aryanto, R., & So, I. G. (2015). The Impact of Enterprise Resources System and Supply Chain Practices on Competitive Advantage and Firm Performance: Case of Indonesian Companies. *Procedia Computer Science*, 72, 122–128. <https://doi.org/10.1016/j.procs.2015.12.112>
- [13] Heizer, J., Render, B., & Munson, C. (2015). *OPERATIONS MANAGEMENT Sustainability and Supply Chain Management* (Twelfth Ed). Pearson Education Limited.
- [14] Jamaludin, M. (2021). The influence of supply chain management on competitive advantage and company performance. *Uncertain Supply Chain Management*, 9(3), 696–704. <https://doi.org/10.5267/j.uscm.2021.4.009>
- [15] Kafetzopoulos, D., Gotzamani, K., & Gkana, V. (2015). Relationship between quality management, innovation and competitiveness. Evidence from Greek companies. *Journal of Manufacturing Technology Management*, 26(8), 1177–1200. <https://doi.org/10.1108/JMTM-02-2015-0007>
- [16] Karimi, E., & Rafiee, M. (2014). Analyzing the Impact of Supply Chain Management Practices on Organizational Performance through Competitive Priorities (Case Study: Iran Pumps Company). *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 4(1), 1–21. <https://doi.org/10.6007/ijarafms/v4-i1/503>
- [17] Kaur, M., Singh, K., & Singh, D. (2019). Synergetic success factors of total quality management (TQM) and supply chain management (SCM): A literature review. *International Journal of Quality and Reliability Management*, 36(6), 842–863. <https://doi.org/10.1108/IJQRM-11-2017-0228>
- [18] Khaddam, A. A., Irtaimah, H. J., & Bader, B. S. (2020). The effect of supply chain management on competitive advantage: The mediating role of information technology. *Uncertain Supply Chain Management*, 8(3), 547–562. <https://doi.org/10.5267/j.uscm.2020.3.001>
- [19] Kober, R., Subraamanniam, T., & Watson, J. (2012). The impact of total quality management adoption on small and medium enterprises' financial performance. *Accounting and Finance*, 52(2), 421–438.

- <https://doi.org/10.1111/j.1467-629X.2011.00402.x>
- [20] Latuconsina, Z. (2021). The Effect of Supply Chain Integration and Competitive Advantage on Supermarket Operational Performance in Ambon City. *International Journal of Community Service & Engagement*, 2(4), 138–146. <https://doi.org/10.47747/ijcse.v2i4.543>
- [21] Li, S., Ragu-Nathan, B., Ragu-Nathan, T. S., & Subba Rao, S. (2006). The impact of supply chain management practices on competitive advantage and organizational performance. *Omega*, 34(2), 107–124. <https://doi.org/10.1016/j.omega.2004.08.002>
- [22] Lin, Y. H., & Tseng, M. L. (2016). Assessing the competitive priorities within sustainable supply chain management under uncertainty. *Journal of Cleaner Production*, 112, 2133–2144. <https://doi.org/10.1016/j.jclepro.2014.07.012>
- [23] Mensah, J. O., Copuroglu, G., & Fening, F. A. (2012). The status of total quality management (TQM) in Ghana: A comparison with selected quality awards winners from Turkey. *International Journal of Quality and Reliability Management*, 29(8), 851–871. <https://doi.org/10.1108/02656711211270333>
- [24] Miyagawa, M., & Yoshida, K. (2010). TQM practices of Japanese-owned manufacturers in the USA and China. *International Journal of Quality & Reliability Management*, 27(7), 736–755. <https://doi.org/10.1108/02656711011062363>
- [25] Mukhsin, M., & Suryanto, T. (2017). The Effect of Supply Chain Management on Company Performance through Competitive Advantage. *Jurnal Ekonomi*, 21(3), 462–479.
- [26] Munizu, M. (2013). The Impact of Total Quality Management Practices towards Competitive Advantage and Organizational Performance: Case of Fishery Industry in South Sulawesi Province of Indonesia. *PAkistan Journal of Commerce and Social Sciences*, 7(1), 184–197.
- [27] Näslund, D., & Hulthen, H. (2012). Supply chain management integration: A critical analysis. *Benchmarking*, 19(4), 481–501. <https://doi.org/10.1108/14635771211257963>
- [28] Oghazi, P., Fakhrai Rad, F., Karlsson, S., & Hafstor, D. (2018). RFID and ERP systems in supply chain management. *European Journal of Management and Business Economics*, 27(2), 171–182. <https://doi.org/10.1108/ejmbe-02-2018-0031>
- [29] Phan, A. C., Nguyen, H. A., Trieu, P. D., Nguyen, H. T., & Matsui, Y. (2019). Impact of supply chain quality management practices on operational performance: empirical evidence from manufacturing companies in Vietnam. *Supply Chain Management*, 24(6), 855–871. <https://doi.org/10.1108/SCM-12-2018-0445>
- [30] Prayhoego, C., & Devie. (2013). Analisa Pengaruh Total Quality Management Terhadap Keunggulan Bersaing dan Kinerja Perusahaan. *Business Accounting Review*, Vol. 1, 2013, 55(1–2), 65–74.
- [31] Quynh, D. V. X., & Huy, N. H. (2018). Supply Chain Management Practices, Competitive Advantages and Firm Performance: A Case of Small and Medium Enterprises (SMEs) in Vietnam. *Journal of Modern Accounting and Auditing*, 14(3), 136–146. <https://doi.org/10.17265/1548-6583/2018.03.004>
- [32] Rahman, N. A. A., & Ramli, A. (2014). Entrepreneurship Management, Competitive Advantage and Firm Performances in the Craft Industry: Concepts and Framework. *Procedia - Social and Behavioral Sciences*, 145, 129–137. <https://doi.org/10.1016/j.sbspro.2014.06.019>
- [33] Sahoo, S. (2021). Aligning operational practices to competitive strategies to enhance the performance of Indian manufacturing firms. *Benchmarking*, 28(1), 131–165. <https://doi.org/10.1108/BIJ-03-2020-0128>
- [34] Sharma, S., & Modgil, S. (2019). TQM, SCM and operational performance: an empirical study of Indian pharmaceutical industry. *Business Process Management Journal*, 26(1), 331–370. <https://doi.org/10.1108/BPMJ-01-2018-0005>
- [35] Storer, M., Hyland, P., Ferrer, M., Santa, R., & Griffiths, A. (2014). Strategic supply chain management factors influencing agribusiness innovation utilization. *The International Journal of Logistics Management*, 25. <https://doi.org/DOI 10.1108/IJLM-02-2013-0026>
- [36] Su, J., & Gargeya, V. B. (2012). Strategic sourcing, sourcing capability and firm performance in the US textile and apparel industry. *Strategic Outsourcing: An International Journal*, 5(2), 145–165. <https://doi.org/10.1108/17538291211257592>
- [37] Tortorella, G., Giglio, R., Fogliatto, F. S., & Sawhney, R. (2020). Mediating role of learning organization on the relationship between total quality management and operational performance in Brazilian manufacturers. *Journal of Manufacturing Technology Management*, 31(3), 524–541. <https://doi.org/10.1108/JMTM-05-2019-0200>
- [38] Tukamuhabwa, B., Mutebi, H., & Kyomuhendo, R. (2021). Competitive advantage in SMEs: effect of supply chain management practices, logistics capabilities and logistics integration in a developing country. *Journal of Business and Socio-Economic Development*. <https://doi.org/10.1108/jbsed-04-2021-0051>
- [39] Uddin, M. B., & Akhter, B. (2019). Antecedents and outcomes of supply chain management in Bangladesh.

- Modern Supply Chain Research and Applications*, 1(1), 68–87. <https://doi.org/10.1108/mscra-02-2019-0007>
- [40] Valmohammadi, C., & Roshanzamir, S. (2015). The guidelines of improvement: Relations among organizational culture, TQM and performance. *International Journal of Production Economics*, 164, 167–178. <https://doi.org/10.1016/j.ijpe.2014.12.028>
- [41] Vargas, J. R. C., Moreno Mantilla, C. E., & de Sousa Jabbour, A. B. L. (2018). Enablers of sustainable supply chain management and its effect on competitive advantage in the Colombian context. *Resources, Conservation and Recycling*, 139(August), 237–250. <https://doi.org/10.1016/j.resconrec.2018.08.018>
- [42] Youssef, M. A., & Youssef, E. M. (2016). The Synergistic Impact of ISO9000 and TQM on Operational Performance and competitiveness. *International Journal of Quality & Reliability Management*.
- [43] Zhang, D., Linderman, K., & Schroeder, R. G. (2012). The moderating role of contextual factors on quality management practices. *Journal of Operations Management*, 30(1–2), 12–23. <https://doi.org/10.1016/j.jom.2011.05.001>