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Analysis of the Influence of Strategic and Operational Factors on Company Competitiveness

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ABSTRACT

This study aims to analyze the influence of sustainable supply chain management, innovation speed, employee engagement, creative destruction, corporate strategy on the competitiveness of food and beverage companies. Sustainable supply chain management here is more focused on implementing the supply chain operation of food and beverage companies in the economic, social and environmental sectors. The data used in this study is primary data obtained directly distributed to responden as research object. The research sample was selected using a purposive sampling method in order to obtain 10 companies engaged in the food and beverage industry located at Cikarang and Karawang industrial areas with total of 180 respondents. This study used cross-sectional time where data was collected only for one month. The data analysis used in this study uses Structural Equation Model (SEM) data processing which is used to check the truth of hypothesis that has been tested in previous studies. The result showed that sustainable supply chain management, speed of innovation, employee engagement did not have a positive effect on the competitiveness of food and beverages manufacturing. Creative destruction and corporate strategy have a positive effect on the competitiveness of food and beverages companies.

KEYWORDS: Sustainable Supply Chain Management, Innovation Speed, Employee Engagement, Creative Destruction, Competitiveness.

1. INTRODUCTION

The Covid-19 pandemic, experienced globally and including in Indonesia, has resulted in a 2.07% economic contraction in the fourth quarter of 2020 (Central Statistics Agency, 2021). Moreover, various industrial sectors, including the food and beverage companies, have been adversely affected by Covid-19. Economic experts analyze that Covid-19 will have wide-ranging impacts on social and economic well-being, particularly in trade, financial markets, general businesses involving imports and exports, fuel production, and prices (Sansa, 2020).

Food and beverage companies have faced challenges during the Covid-19 pandemic, including: a decrease in sales due to reduced consumer activities outside homes, difficulties in business capital due to declining sales leading to a challenging cycle of generating profits, disruptions in the movement of product distribution in specific areas affecting distribution processes, and difficulties in sourcing the necessary raw materials for food and beverage production processes.

Food and beverage companies are required to compete with one another in order to ensure their business lines remain resilient and even grow. There are several instances where food or beverage companies that initially acted as creators ended up being unable to compete with their rivals, resulting in erosion of their market share, and in some cases, even bankruptcy. To avoid this, innovation becomes economically viable when it can penetrate the market. The speed of innovation can shorten the product lifecycle, enabling a company to develop and launch innovative products into the market faster than its competitors. This enhances the competitive edge of a food or beverage company.

2. LITERATURE REVIEW

Sustainable Supply Chain Management (SSCM)

Seuring (2013) defines it as the management of material, information, and financial flows that involves collaboration between different parts along the supply chain by integrating objectives that encompass all three dimensions of sustainable development: economic, environmental, and social. This is done to meet customer demands and stakeholder expectations. On the other hand, the definition by Ahi and Searcy (2013) is about creating a coordinated supply chain through voluntary integration with considerations of economic, social, and environmental factors. It involves a business-to-business system designed to manage material, information, and financial flows efficiently and effectively, related to the procurement, production, and distribution of products or

services, in order to meet stakeholder requirements and enhance short-term and long-term organizational profitability, competitiveness, and resilience.

The study of sustainable supply chain management can be employed to enhance the interconnectivity of an industrial system, resulting in added value across all three sustainability dimensions. The application of sustainable supply chain management in industries has yielded benefits related to all three sustainability aspects (Høgevold, 2011; Jakhar, 2015; Gimenez et al., 2012). Hall et al. (2011) and Pagell & Shevchenko (2014) underscore various aspects that highlight the importance of implementing sustainable supply chain management in businesses.

Innovation Speed (IS)

The speed of innovation is the time elapsed between the discovery of an innovative idea and the introduction of its results into the market (Allocca and Kessler, 2006). Measuring innovation is highly relative, as it encompasses the journey from the conception of an idea to the product's market entry through a defined process. Rosenbloom (1994) explains that the innovation process consists of three stages: research and development, commercialization, and diffusion or dissemination, involving five steps with distinct outputs, activities, and funding requirements.

The research and development stage commences with basic research activities resulting in findings or concepts. This is followed by research activities producing a development plan. Subsequently, developmental testing yields a prototype product ready for mass production, involving both process and product innovations in the commercialization phase. The large-scale production entering the market goes through several stages of diffusion, starting from introducing the product to the market and culminating in consumer purchasing decisions (Markman et al., 2005).

Employee Engagement (EE)

The Gallup Organization (2004) categorizes employees into three types based on their level of engagement: (1) Engaged employees are builders within the organization. They tend to consistently demonstrate high and maximum performance in completing tasks assigned to them. These employees are willing to contribute their strengths and develop their talents to the fullest extent to help the organization grow. (2) Not engaged employees in this type tend to focus on tasks rather than the goals of the work itself. They will only complete tasks within their designated scope and as per what the organization compensates them for. While working, they constantly await orders from their superiors and often feel devoid of energy during work. (3) Actively disengaged employees are those who are not emotionally attached to their work. They openly display unhappiness and dissatisfaction with their job. They consistently show resistance and predominantly focus on the negative aspects of various opportunities.

Creative Destruction (CD)

Continuous improvement and innovation are always present in creating products that can withstand risks. As explained by Schumpeter (Yustika, 2013), he introduced the concept of creative destruction, which lies at the core of this concept. It involves the courage to 'destroy' old concepts in favor of new concepts or innovative ideas that capture opportunities for new products desired and needed by consumers, as well as related to new production methods, new production tools, new markets, or new forms of an organization. The concept of 'creative destruction' is a dominant fact of capitalism (Yustika, 2013). As explained by Schumpeter (in Caballero, 2006), according to him, the concept of creative destruction refers to the uninterrupted output of products and the mechanism of continuously changing product innovation that replaces old products. This pattern of restructuring also absorbs the key aspects of economic performance, structural adjustment, and the functioning of production houses/factories (factor market). In the long term, the concept of creative destruction contributes to over 50% of productivity growth.

Corporate Strategy (CS)

According to Hunger and Wheelen (2012), large multidivisional business corporations typically have three levels of strategy:

A. Corporate Strategy at the corporate level outlines the overall direction of the company regarding its general stance towards growth and the management of its business and product lines to achieve a balanced portfolio of products and services. Additionally, corporate strategy involves: (1) Decisions regarding the types of businesses that the company should engage in. (2) Financial flows and resources to and from the company's divisions. (3) Relationships between the company and key groups in its environment. Corporate strategy includes Stability, Growth, and Retrenchment.
B. Business Strategy, also known as competitive strategy, is usually developed at the divisional level and

emphasizes improving the competitive position of a company's products, whether goods or services, within a specific industry or market segment served by that division. Divisional business strategies might focus on increasing profits in the production and sale of products and services generated. Business strategies should also integrate various functional activities to achieve divisional objectives. Business strategy falls under either overall cost leadership or differentiation.

C. Functional Strategy primarily emphasizes maximizing productive resources. Within the confines of the company and the business strategies revolving around them, functional departments develop strategies to pool their various activities and competencies to enhance performance. Using functional strategy for market development, the marketing department aims to sell existing products to different customers in existing markets or to new customers in new geographic areas.

Competitiveness (C)

Competitiveness is the productivity defined as the output produced by labor. Competitiveness is determined by a company's competitive advantage and heavily relies on the level of resources it possesses, also known as competitive advantage.

According to Black and Porter (2016), competitiveness can be achieved through the following means:

- Doing something better
- Doing something that is difficult to imitate
- Doing something valuable to customers
- Doing something that is hard to substitute
- Doing something that has higher profit margins than competitors

The essence of these five approaches is innovation and uniqueness as forms of resources that a company possesses, which become sources of competitiveness. The four priority capability factors that companies must operate to achieve competitive advantage are cost, quality, time, and flexibility (Krajewski and Ritzman, 2005).

3. CONCEPTUAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

By implementing supply chain management, innovation speed, and productivity measurement in their operational activities, the food and beverage industry can gain a competitive advantage that sets one company apart from another in the same field. This, in turn, enhances the competitive value of an organization or a food and beverage company.

In this study, the positive influence of supply chain management on a company's competitiveness will be tested directly. The positive influence of innovation speed on a company's competitiveness will also be examined directly. Additionally, the positive impact of employee productivity on a company's competitiveness will be assessed directly. The conceptual framework designed for this study is as follows:

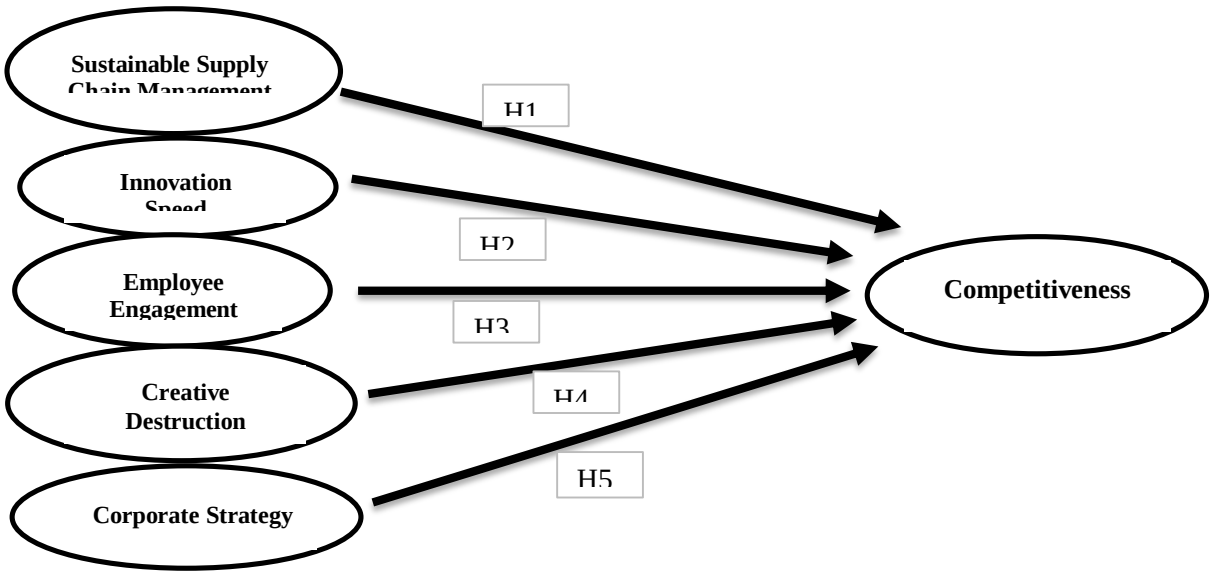

Fig. 1 Conceptual Framework

Hypothesis Development

Sustainable Supply Chain Management (SSCM) and Competitiveness (C)

Lee et al. (2012) conducted an empirical study involving 223 SMEs in the electronics industry in Korea to explore environmentally friendly supply chain practices and their relationship with competitiveness. They found a positive relationship between these practices and the performance of environmentally friendly supply chains. Zhu et al. (2013) developed and empirically tested a theoretical model concerning various types of institutional pressures that motivate manufacturing companies to pursue sustainable supply chain practices and attain adequate performance outcomes. Based on the findings above, the formulated hypothesis is as follows:

H1: Sustainable supply chain management has a positive impact on the competitiveness of a food or beverage company.

Innovation Speed (IS) and Competitiveness (C)

Research findings indicate that when a product is introduced to the market more quickly, a company can gain greater potential benefits, including a larger customer base, a significant market share, higher profit margins, a longer sales life, and a more secure competitive position (Ghaffar & Rasyid, 2015). Companies that innovate rapidly can enhance product quality while reducing product development costs (Sugiharto & Nurkhayat, 2017). (Sanjaya & Rahayu, 2016) found that the cost of a product entering the market late in a dynamic business environment is around half of its potential revenue. In other words, products introduced to the market more quickly will have a greater competitive advantage over their competitors. Based on the findings above, the formulated hypothesis is as follows:

H2: Innovation speed has a positive impact on the competitiveness of a food or beverage company.

Employee Engagement (EE) and Competitiveness (C)

Employee engagement can be developed through organizational culture, teamwork, and support from top management, which in turn impacts a company's competitiveness (Mehrzi and Singh, 2018). Employee engagement is a crucial factor in sustaining and enhancing the success of an organization or company. Based on previous research conducted by Tambade, Hemant Kumar Kr Singh, Rohit; Modgil, Sachin, 2019, employee engagement has a positive impact on competitiveness. If employee engagement increases, competitiveness increases, and conversely, if employee engagement decreases, competitiveness decreases. Based on the findings above, the formulated hypothesis is as follows:

H3: Employee engagement has a positive impact on the competitiveness of a food or beverage company.

Creative Destruction (CD) and Competitiveness (C)

Creative destruction can be achieved by enhancing competencies and/or maintaining existing markets (Bergek et al., 2013). Enhancing competencies aims to strengthen competitive positions by increasing barriers for new entrants (Abernathy and Clark, 1985; Tushman and Anderson, 1986; Handers on and Clark, 1990). In a study by (Taneo, Stevanus Yufra M., 2020), it was found that creative destruction mediates the relationship between innovation speed and company competitiveness. Based on these findings, the formulated hypothesis is as follows:

H4: Creative destruction has a positive impact on the competitiveness of a food or beverage company.

Corporate Strategy (CS) and Competitiveness (C)

A company's dynamic capabilities in strategy formulation reflect its ability to achieve new and innovative forms of competitive advantage. The dynamic capabilities framework provides the foundation for sustainable competitiveness in an uncertain environment. Based on previous research conducted by Tambade, Hemant Kumar; Kr Singh, Rohit; Modgil, Sachin, 2019, corporate strategy has a positive impact on competitiveness. If a company's strategy is considered dynamic, competitiveness increases, and conversely, if a company's competitiveness decreases, it may be due to the perception of a less dynamic strategy. Based on the findings above, the formulated hypothesis is as follows:

H5: Corporate strategy formulation has a positive impact on the competitiveness of a food or beverage company.

4. METHOD AND SAMPLE

This study employs a descriptive-quantitative method, where the testing of hypotheses is conducted using causal relationships (clausal). The data to be collected will be cross-sectional since it is gathered within a single time

period. The research aims for a high level of generalizability. Closed-ended questionnaires will be used, with all answers provided as options on a Likert scale ranging from 1 to 5.

The study involves five independent variables: Sustainable Supply Chain Management (SSCM), Innovation Speed (IS), Creative Destruction (CD), Employee Engagement (EE), and Corporate Strategy (SC), and one dependent variable: Competitiveness.

Data will be gathered in a real-world setting within the organizational and industrial environment, specifically within the food and beverage industry that already has CSR programs in the Cikarang and Karawang industrial zones. Both primary and secondary data sources are used. The research resources include questionnaires and secondary non-confidential company data.

The research sample is chosen using purposive sampling, resulting in 10 manufacturing companies within the Cikarang and Karawang industrial zones, totaling 180 respondents. The research employs a Cross-Sectional design, collecting data only once during a month. The data analysis methodology is Structural Equation Model (SEM), conducted with AMOS Version 24 software, used to examine and validate previously tested hypotheses. The sample size is in accordance with the statement by Hair et al. (2015), assuming n x 5 observed variables (indicators). This study includes 30 statements as indicators, making a total of 30 x 5 = 150 samples. From the data collected through questionnaires, there are 180 respondents. To test validity and reliability, the study employs factor loading for validity testing, with a criterion of factor loading > 0.5 (an item statement is considered valid) and factor loading < 0.5 (an item statement is considered not valid). For reliability testing, Cronbach's Coefficient Alpha is used as a measure, with a value of 0.60 or higher indicating reliable measurement tools.

5. RESULT AND DISCUSSIONS

In this study, the respondents include employees working in food and beverage manufacturing companies that have implemented sustainability programs in the Cikarang and Karawang regions. The majority of respondents were male workers, with a total of 94 respondents, accounting for 52.2% of the total respondents. Female workers accounted for 86 respondents, making up 47.8% of the total respondents under study. Respondents' ages ranged between 31 and 40 years, comprising 84 respondents, or 46.67% of the total respondents. Additionally, there were 75 respondents, or 41.67%, in the age range of 20 to 30 years. These two age ranges were dominant since they represent the productive working age.

In terms of education, respondents with a bachelor's degree totaled 137, representing 76.11% of the total respondents. Those with a master's degree accounted for 17 respondents, or 9.44%. Respondents with a diploma level of education amounted to 15, or 8.33%. Meanwhile, 10 respondents, or 5.56%, had completed high school or an equivalent level of education.

Regarding job positions, employees in section head/department head/supervisor roles totaled 180 respondents, making up 42.2% of the total respondents under study. The managerial positions included a total of 43 respondents, or 23.89%. Staff positions were represented by 39 respondents, comprising 21.67%. Operator positions accounted for 12 respondents, or 6.67%. Positions classified as "others," which are higher than managerial level, included 10 respondents, or 5.56%.

In terms of work experience, the dominant group had worked for 6 to 10 years, totaling 70 respondents, or 38.89% of the total respondents. This was followed by employees with 1 to 5 years of experience, amounting to 63 respondents, or 35%. Those with 11 to 15 years of experience totaled 30 respondents, or 16.67%. For the experience range of 15 to 20 years, there were 8 respondents, or 4.44%. Employees with more than 20 years of work experience amounted to 9 respondents, or 5%.

Tabel 1. Validation Test, Reliabilitas dan Statistik Deskriptif

Statement	Factor Loading Value	Decision	Cronbach's Alpha	Decision	Mean	Standar Deviation
Sustainable Supply Chain Management			0,826	Reliabel		
SSCM_1	0.477	Valid			41.500	0.89365
SSCM_2	0.560	Valid			41.889	0.78952
SSCM_3	0.530	Valid			38.000	0.89318
SSCM_4	0.603	Valid			40.167	0.78017
SSCM_5	0.520	Valid			36.722	0.84451
SSCM_6	0.508	Valid			42.056	0.69070
SSCM_7	0.617	Valid			44.278	0.69339
SSCM_8	0.526	Valid			45.389	0.67983
SSCM_9	0.596	Valid			41.944	0.69393
SSCM_10	0.618	Valid			39.944	0.91845
SSCM_11	0.560	Valid			43.056	0.67763
SSCM_12	0.584	Valid			44.389	0.61783
SSCM_13	0.713	Valid			43.778	0.66143
SSCM_14	0.629	Valid			42.222	0.71344
Innovation Speed			0,623	Reliabel		
IS_1	0.788	Valid			40.778	0.67232
IS_2	0.799	Valid			40.000	0.81877
IS_3	0.681	Valid			40.722	0.74766
Employee Engagement			0,697	Reliabel		
EE_1	0.578	Valid			44.889	0.59315
EE_2	0.714	Valid			43.167	0.66412
EE_3	0.787	Valid			42.111	0.68494
EE_4	0.800	Valid			42.778	0.59847
Creative Destruction			0,970	Reliabel		
CD_1	0.985	Valid			43.722	0.61663
CD_2	0.985	Valid			43.722	0.62562
Corporate Strategy			0,772	Reliabel		
CS_1	0.817	Valid			42.278	0.72336
CS_2	0.834	Valid			42.222	0.71344
CS_3	0.835	Valid			42.222	0.68140
Competitiveness			0,777	Reliabel		
C_1	0.659	Valid			44.833	0.57387
C_2	0.803	Valid			42.556	0.70213

C_3	0.853	Valid			43.111	0.82752
C_4	0.772	Valid			44.944	0.68908

The highest average value of statement items in the Sustainable Supply Chain Management variable is shown in statement SSCM_8, which pertains to environmental health and safety programs prioritizing the reduction of workplace accidents, with an average value obtained of 45.389. On the other hand, the lowest average value of the statement items in the same variable is seen in statement SSCM_4, referring to the positive impact of air emission reduction, with an average value of 36.722.

The highest average value of statement items in the Innovation Speed (IS) variable is reflected in statement IS_1, indicating that employees are accustomed to initiating innovative ideas faster than the designated target, with an average value of 40.778. For IS_2, which pertains to the company aiming for product launches according to the initial plan, the lowest average value obtained is 40.000.

In the Employee Engagement variable, the highest average value is observed in statement EE_1, stating that workplace facilities significantly contribute to job productivity, with an average value of 48.889. On the other hand, the statement with the lowest average value is EE_3, suggesting that training in time management and leadership contributes to job productivity, with an average value of 42.111.

The Creative Destruction (CD) variable comprises two statements, and both CD_1 and CD_2 received the same average value of 43.722. This suggests that respondents consider both statements equally important and prioritize them equally.

For the Corporate Strategy (CS) variable, which consists of three statements, CS_1, CS_2, and CS_3 have nearly similar average values. However, the average value of CS_1 is slightly higher than that of CS_2 and CS_3, both of which have an average value of 42.222. This indicates that respondents perceive these three statements as equally important and prioritize them all.

In the Competitiveness variable, the statement C_4, referring to continuous improvement by the company, has the highest average value of 44.944. On the other hand, the statement CS_2, involving the company's attention to environmental CSR factors in the workplace, has the lowest average value of 42.556.

The goodness-of-fit test above indicates that based on the Sig. Prob., RMSEA, and CMIN/DF values, the model is deemed to have good fit. Therefore, hypothesis testing can proceed. In empirical research, a researcher is not required to meet all goodness-of-fit criteria, but rather it depends on the judgment of the researcher.

Regarding validity testing, the table above shows that all variables—sustainable supply chain, innovation speed, employee engagement, creative destruction, and corporate strategy—meet the validity criteria for all statement items based on factor loading values > 0.45. In other words, there is internal consistency in these statements, allowing the formation of constructs for each variable.

Reliability serves as a measure to gauge the consistency or stability of responses from respondents over time. Based on the reliability test table, a questionnaire is considered reliable if Cronbach's Alpha value ≥ 0.60. In this case, the internal consistency of the statements forms the constructs for each variable. The results of the Cronbach's alpha coefficient calculations performed using AMOS version 24 software show that all six variables have coefficients above 0.6. This indicates that all variables under study can be considered reliable, as far as the measurement remains consistent upon repetition with the same subjects and under the same conditions. The study is considered reliable if it consistently provides the same results for the same measurements.

Table 2. Hypothesis Test of Result

HIPOTESIS	Estimate	P-value two tail	P-Value one tail	Decision	Reason
H1: Sustainable Supply Chain hasn't positive effect on competitiveness food and beverages company.	0.164	0.256	0.128	Ha rejected Ho accepted	Positive direction of influence, observed from the estimate value
H2: Inovation speed hasn't positive effect on competitiveness food and beverages company.	-0.015	0.887	0.444	Ha rejected Ho accepted	Negatif direction of influence, observed from the estimate value
H3: Employee engagement hasn't positive effect on competitiveness of food and beverages company.	-0.213	0.293	0.147	Ha rejected Ho accepted	Negatif direction of influence, observed from the estimate value.
H4: Creative destruction has positive effect on competitiveness of food and beverages company.	0.133	0.002	0.001	Ha accepted Ho rejected	
H5 : Corporate strategy has positive effect on competitiveness of food and beverages company.	0.406	0.000	0.000	Ha accepted Ho rejected	

Hypothesis 1 (H1): Sustainable supply chain management hasn't a positive effect on the competitiveness of food and beverage companies. Estimate: 0.164, P-value: 0.256 (Two-Tailed), 0.128 (One-Tailed), decision: Ho accepted. Reason: The statistical test does not show a significant positive effect between sustainable supply chain management and competitiveness. Indicators assessing sustainable supply chain management are often not fully implemented in food and beverage companies. Recycling and reuse programs are not widely adopted. Many companies prioritize cost saving due to competitive market prices.

Hypothesis 2 (H2): Innovation speed hasn't a positive effect on the competitiveness of food and beverage companies. Estimate: -0.015, P-value: 0.887 (Two-Tailed), 0.444 (One-Tailed), decision: Ho accepted

Reason: The statistical test indicates no significant positive effect of innovation speed on competitiveness. Contrary to previous research findings, in this study, factors like design concepts and unique selling points are considered more important by employees.

Hypothesis 3 (H3): Employee engagement has a positive effect on the competitiveness of food and beverage companies. Estimate: -0.213, P-value: 0.293 (Two-Tailed), 0.147 (One-Tailed), decision: Ho accepted

Reason: The statistical test does not show a significant positive effect between employee engagement and competitiveness. Employees at managerial levels believe that high employee engagement might lead to complacency and lack of critical thinking for improvement.

Hypothesis 4 (H4): Creative destruction has a positive effect on the competitiveness of food and beverage companies. Estimate: 0.133, P-value: 0.002 (Two-Tailed), 0.001 (One-Tailed), decision: Ha accepted

Reason: The statistical test indicates a significant positive effect of creative destruction on competitiveness. Employees view creative destruction as an essential factor for differentiation and maintaining competitiveness.

Hypothesis 5 (H5): Corporate strategy has a positive effect on the competitiveness of food and beverage companies. Estimate: 0.406, P-value: 0.000 (Two-Tailed), 0.000 (One-Tailed), decision: Ha accepted.

Reason: The statistical test shows a significant positive effect of corporate strategy on competitiveness. In the dynamic food and beverage industry, effective strategic planning is vital for maintaining a competitive edge.

In summary, Hypotheses 4 and 5 are supported by the statistical analysis, while Hypotheses 1, 2, and 3 are not supported due to a lack of statistical significance or contrary findings. The explanations for the rejected hypotheses include factors like incomplete implementation of sustainable practices, different employee perspectives on innovation, and potential negative consequences of excessive employee engagement. The findings align with or deviate from previous research based on various factors unique to the food and beverage industry.

6. Conclusion and Further Research

Conclusions

In this study, it can be concluded that sustainable supply chain management, innovation speed, and employee engagement do not have a positive impact on the competitiveness of food and beverage companies. These findings are not consistent with previous research results. On the other hand, creative destruction and corporate strategy have a positive impact on the competitiveness of food and beverage companies. These findings are consistent with previous research results.

The implementation of sustainable supply chain management can be utilized to address socio-environmental issues and enhance societal performance. The rapid advancement of globalization urges companies to innovate swiftly in order to attain a competitive edge over their rivals. Optimal human resource management can effectively contribute to employee performance. When employees have a positive relationship with the company, they are more likely to give their best effort for the organization. The adoption of strategies aligned with the prevailing circumstances allows companies to achieve their objectives. A reliable, appropriate, and effective strategy is a crucial requirement for the sustainability of a company's business activities.

Further Research

Here are some suggestions for further research to address the limitations identified in this study:

1. Future researchers are encouraged to narrow down the scope of the food and beverage companies being studied to make it more focused.
2. For future studies, it is recommended to increase the sample size, preferably beyond 180 respondents, to enhance the statistical power and generalizability of the findings.
3. Future researchers could consider introducing a mediating variable, such as organizational performance, which could influence the relationship between the studied variables and the competitiveness of a company. This would provide a more comprehensive understanding of the factors affecting competitiveness.

These suggestions aim to enhance the rigor and relevance of future research endeavors in the field.

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