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The Effect of Supply Chain Management and Supply Chain Strategy on Company Performance through Competitive Advantage at PT. Ajinomoto Indonesia-Mojokerto Factory

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ABSTRACT

The rapid increase in economic growth, it has created increasingly tight business competition in all industrial sectors. Companies are required to continue to innovate and optimize all aspects of their operations in order to achieve competitive advantage. PT. Ajinomoto Indonesia-Mojokerto Factory is a company that produces various cooking spices, one of which is Masako. This company faces problems in the form of competition between companies that affect the large demand for products in the market so that companies often experience difficulties in dealing with marketing demands and less than optimal production planning. From this background, researchers want to know how supply chain management and supply chain strategy affect company performance through competitive advantage using SEM-PLS. The results of this study are that there is an influence of supply chain strategy on company performance and on competitive advantage. On the other hand, competitive advantage mediate supply chain management and supply chain strategy regarding improving company performance.

ABSTRAK

Pertumbuhan ekonomi yang pesat telah menciptakan persaingan bisnis yang semakin ketat di semua sektor industri. Perusahaan dituntut untuk terus berinovasi dan mengoptimalkan semua aspek operasionalnya agar dapat meraih keunggulan kompetitif. PT. Ajinomoto Indonesia-Mojokerto Factory merupakan perusahaan yang memproduksi berbagai bumbu masak salah satunya Masako. Perusahaan ini menghadapi permasalahan berupa persaingan antar perusahaan yang berdampak pada besarnya permintaan produk di pasaran sehingga perusahaan sering mengalami kesulitan dalam menghadapi tuntutan pemasaran dan perencanaan produksi yang kurang optimal. Dari latar belakang tersebut, peneliti ingin mengetahui bagaimana pengaruh manajemen rantai pasokan dan strategi rantai pasokan terhadap kinerja perusahaan melalui keunggulan kompetitif dengan menggunakan SEM-PLS. Hasil dari penelitian ini adalah terdapat pengaruh strategi rantai pasokan terhadap kinerja perusahaan dan terhadap keunggulan kompetitif. Di sisi lain, keunggulan kompetitif memediasi manajemen rantai pasokan dan strategi rantai pasokan mengenai peningkatan kinerja perusahaan.

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1. Introduction

Very rapid economic development has created increasingly fierce business competition in all industrial sectors. Companies are required to continue to innovate and optimize all espects of their operations to achieve a competitive advantage. One important aspect that is the main focus is supply chain management. The management of flow of goods and all production activities from raw materials to the delivery of product to customers is known as SCM. Effective supply chain management can improve operational efficiency, which in turn can lead to improved company performance. In addition, supply chain strategy is an important in implementing a resource management strategy from start to finish. To help achieve competitive advantage. this strategy must be in line with the company's goals [1].

PT. Ajinomoto Indonesia–Mojokerto Factory is a company that produces various seasonings. The company was built in 1970 which initially only produced Monosodium Glutamate (MSG) and then launched new products such as Masako, Sajiku and Mayumi. Masako is a very familiar product in the community which has 3 flavors namely chicken, beef and mushroom flavors with packaging sizes ranging from 9 grams, 100 grams, 130 grams to 250 grams.

Through observations and interviews, PT. Ajinomoto Indonesia-Mojokerto Factory faces problems in the form of competition between companies in the Masako product seasoning industry. This affect the amount of product demand in the market so that companies often experience difficulties in dealing with demand uncertainty and make production planning not optimal. As a result, the company looses the opportunity to compete with other competitors. Leadings brands with outstanding performance in the Indonesian market received award from the Top Brand Award. Data from the top brand award can indicate the popularity and high consumer interest in popular brands.

Table 1. Top Brand Index Flavoring Seasoning Category

Rank	Names of Brand	2020	2021	2022	2023	2024
1	Royco	40.8%	40.9%	44.9%	43%	36.8%
2	Masako	24.8%	24.6%	21.6%	22.4%	29.3%

Based on the data above, Masako's percentage tends to fluctuate or go up and down every year. Masako still cannot match Royco to the top rangking's. This is because consumers see the brand image of the product before buying. In 2020, a false issue was reported that Masako contains pork, which of course is a hoax and has been clarified directly by MUI at https://halalmui.org/klarifikasi-hoax-produk-sasa-masako-royco-ajinomoto-dan-indomie/. However, the news has tainted the brand image of Masako which certainly affects consumer purchasing decisions and result in a decrease in sales volume.

To evaluate all factors that can affect competitive advantage and company performance, an analysis is carried out using the PLS-SEM method. PLS-SEM is a structural equation approach that uses iterative methods by maximizing the explained variance of each endogenous variable [2]. PLS is a type of multivariate statistical analysis whose use is the same as SEM in covariance analysis. PLS-SEM has more advantages than covariance-based SEM methods. According to research by Adi Artanto et al [3], the PLS-SEM method is very affective because it does not require many assumptions and small samples, and can be applied to various data scales. The stages of this method consist of 2 stages. The first stage is evaluation of measurement model then the second stage is evaluation of structural model by testing in the from of inner model test.

It is hoped that this research can help companies identify the important components that affect their performance and identify the most significant influences that can be maintained and the smaller influences that can be improved. Thus, companies can use these findings as a basis and evaluation to improve performance and create excellence. This research is also expected to be the basis for companies to formulate more affective strategies in facing increasingly fierce competition in the seasoning and flavoring industry.

The network of companies that work together to make and deliver products to end users is known as a supply chain. A supply chain typically consists of suppliers, factories, distributors, stores or retailers and supporting companies such as logistics companies. One of the three types of flows that typically need to be manages in a supply chain is the flow of goods from upstream to downstream [4]. According to Haudi et al [5] Supply chain is an integration of a process in which a number of entities work together to obtain raw materials, transform raw materials into finished products, and deliver them to retailers and customers. In addition to being a unity of Suppliers, Manufacturers, Customers, and Delivery Processes, Supply Chain is also an organizational system for distributing goods and services to customers. Managing and monitoring the entire supply chain cycle, from raw materials or goods to payment, and information from suppliers to manufacturers and wholesalers to consumers, is known as supply chain management. In order for SCM to run well, this large and complex company depends on each partner, from suppliers to producers, and so on. Maximizing customer value and gaining a competitive advantage in the market is the goal of SCM. To achieve this, extensive efforts are needed in terms of business strategy and software [6]. Supply chain management indicators include information exchange [7], long term relationship [8], integration process [9].

Supply chain strategy is the plan and approach used by companies to manage the flow of goods and services from start to finish [10]. A well-planned and implemented supply chain strategy can help companies reduce costs, increase affectiveness and efficiency, improve company performance, customer satisfaction and ultimately create a competitive advantage. In planning, it certainly requires an understanding of business goals, customer needs, partner and supplier capabilities. Supply chain strategy indicators include flexibility request [11], process capability in the context of supply chain strategy refers to the ability of a system or process used in the supply chain to achieve performance standards such as speed, accuracy, errors, and quality required to meet customer demand and strategy risk [12].

Competitive advantage is all the resources owned by an organization and its competitive strength. The superiority of resources owned emphasizes the superiority aspect of these resources as well as expertise in this case is competence and innovation. While the intended competitive is excellence in organizational performance so far [13]. Indicators of competitive advantage include price, quality and innovation [14]. The level of achievement of an organization in achieving its goals, objectives, vision and mission through the implementation of activity programs or performance policies is called. This level of achievement is explained in the organization's strategic planning. Company performance means a display of the overall condition of the company during the exclusive current period, which is the result or achievement determined by business operations using the resources it has [15]. Indicators of company performance are inventory turnover [16] and order management or the process of managing the etire order cycle, from order receipt, processing to delivery of goods or services to customers [17]. The following is a structural model and research hypothesis.

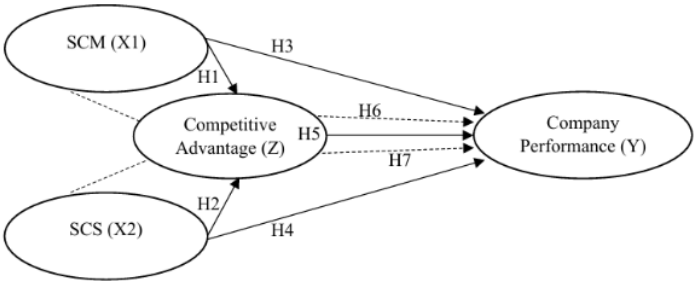

Figure 1. Structural Model

Table 2. Research hypothesis

H1	supply chain management has a positive effect on competitive advantage
H2	supply chain strategy has a positive effect on competitive advantage
H3	supply chain management has a positive effect on company performance
H4	supply chain strategy has a positive effect on company performance
H5	competitive advantage has a positive effect on company performance
H6	supply chain management has a positive effect on company performance through competitive advantage
H7	supply chain strategy has a positive effect on company performance through competitive advantage

2. Research Methodology

This study uses a type of quantitative research with the PLS-SEM method approach to determine the effect or relationship between SCM and SCS variables on company performance through competitive advantage at PT. Ajinomoto Indonesia-Mojokerto Factory. The population in this study were 44 employees of the IC and PPC departements. The sampling technique in this study used the slovin formula and obtained the minimum number of respondents, namely 40 respondents. SmartPLS software was used to analyze descriptive data to test the validity and reliability of the measurement sub model or outer model. The questionnaire was measured using likert scale. In addition, assessing the relationship between variables and the structural submodel also known as the inner model. This study used google form as a tool to measure the indicators of each variable. The indicators of each variable have been set in the conceptual model, and the questionnaire was prepared based on it. The likert scale in the questionnaire consists of 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree). The following are the results of the path diagram construct :

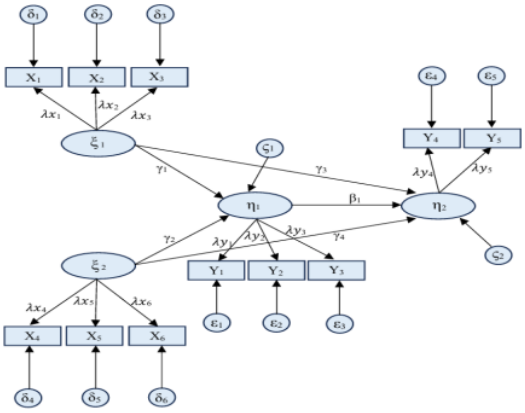

Figure 2. Research path diagram

In the PLS models above, the mathematical equation system is expressed as follows :

$\eta 1 = \gamma 1\xi 1 + \gamma 2\xi 2 + \varsigma 1$ (1)

$\eta 2 = \beta 1\eta 1 + \gamma 1\xi 1 + \gamma 2\xi 2 + \gamma 3\xi 1 + \gamma 4\xi 2 + \varsigma 2$ (2)

where :

ξ1, ξ2 = Ksi, latent variables
η1, η2 = Eta, endogenous latent variables
λx1 to λx6 = Lamnda, loading factor of latent variables
λy1 to λy5 = Lamnda, loading factor of endogenous latent variables
β1 = Beta, the coefficient of influence of endogenous variables on endogenous
ς1 and ς2 = Zeta, error model
γ1 to γ4 = Gamma, the coefficient of influence of exogenous variables on endogenous
δ1 to δ3 = Delta, error for SCM indicators
δ4 to δ6 = Delta, error for SCS indicators
ε1 and ε3 = Epsilon, error for CA indicators
ε4 and ε5 = Epsilon, error for CP indicators

3. Results and Discussion

3.1 Respondent Information

Based on the slovin formula, the minimum sample size in this study was 40 respondents. With a percentage of men (90%) and women (10%). Age range 25-35 years (12.5%), 36-46 years (45%) and 45-57 (42.5%). Respondents from the inventory control department (60%), from production planning and control departement (40%). Respondent characteristics based on respondent include departement manager (5%), section manager (10%), foreman (22.5%) and staff (62.5%).

3.2 Evaluation of Measurement Model/Outer Model

To show the validity and reliability of construct, an evaluation of the measurement model. This evaluation is carried out using the multi trait multi method (MTMM) method which involves validity tests that include convergent validity and discriminant validity. After that, reliability is tested with composite reliability and cronbach's alpha.

a. Convergent Validity

The loading factor value on all variables must have a value > 0.7 so that all indicators of the variable construct can be said to be valid and have good convergent validity. The following is a table of loading factors

Table 3. *Loading Factor*

	X1	X2	Y	Z
X11	0.891			
X12	0.786			
X13	0.773			
X21		0.904		
X22		0.815		
X23		0.853		

	X1	X2	Y	Z
Y1			0.936	
Y2			0.896	
Z1				0.728
Z2				0.849
Z3				0.842

Based on the table above, it can be seen that all indicators have a value above 0.7, which means that all indicators of the variables are valid and have good convergent validity. Furthermore, the average variance extracted (AVE) stage. Evaluation of convergent validity can also be done by looking at the AVE value > 0.5 to be declared valid. The following is a table of AVE.

Table 4. *Average Variance Extracted* (AVE)

	***Average Variance Extracted* (AVE)**
X1	0.670
X2	0.736
Y	0.839
Z	0.654

Based on the table above, it can be seen that the results of testing the AVE value are above 0.5. Then all variables are declared valid at the average variance extracted (AVE) stage.

b. Discriminant Validity

Fornell larcker criterion is used to ensure discriminant validity, so the R2 value for each latent variable must be higher than R2 with all other latent variables. The following is a table of fornell larcker criterion.

Table 5. *Fornell larcker criterion*

	X1	X2	Y	Z
X1	0.818			
X2	0.592	0.916		
Y	0.458	0.458	0.818	
Z	0.584	0.582	0.592	0.808

Based on table above, it can be seen that the fornell larcker criterion value of each latent variable is higher than R2 of all other latent variables. Furthermore, checking discriminant validity with cross loading. If an indicator has a higher cross loading value with other latent variables than with its own latent variable, it must be reconsidered. The following is a table of cross loading.

Table 6. *Cross Loading*

	X1	X2	Y	Z
X11	0.891	0.512	0.408	0.312
X12	0.786	0.502	0.350	0.298
X13	0.773	0.437	0.364	0.276
X21	0.578	0.904	0.675	0.617
X22	0.441	0.815	0.387	0.355
X23	0.473	0.853	0.338	0.468
Y1	0.454	0.583	0.936	0449
Y2	0.377	0.474	0.896	0.282
Z1	0.197	0.466	0.306	0.728
Z2	0.352	0.518	0.206	0.849
Z3	0.323	0.437	0.459	0.842

The validity test results show that all cross loading values are valid because each manifest (measure) in the construct has a cross loading value that is greater than the other variables with a value > 0.7. This shows that each manifest in each construct is really the right measuring tool to measure the construct.

c. *Composite Reliability*

After testing the validity with two stages, then the composite reliability test is carried out. The composite reliability test has an internal consistency measurement with a value of > 0.6. So if < 0.6 then it is not reliable. The following is a table of composite reliability.

Table 7. *Composite Reliability*

	Composite Reliability
X1	0.858
X2	0.893
Y	0.912
Z	0.894

Based on the table above, it is known that after the composite reliability test the value of each variable is above 0.6, which means that it can be said that the internal consistency measurement is appropriate and can be said to be reliable.

d. *Cronbach's Alpha*

Then proceed with cronbach;s alpha reliability testing. This value reflects the reliability of all indicators in the model. The minimum value is 0.7. The following is a table of cronbach;s alpha.

Table 8. *Cronbach's Alpha*

	Cronbach's Alpha
X1	0.751
X2	0.828
Y	0.810
Z	0.732

Based on the table of cronbach's alpha test results above, it is known that all variables get a value > 0.7. The SCM variable gets a value of 0.751, SCS gets a value of 0.828, company performance gets a value of 0.810 and competitive advantage gets a value of 0.732. This value indicates that all variables can be said to be reliable.

3.3 *Evaluation of Structural Model/Inner Model Test*

Inner model test is done to predict causal relationships between variables and test hypothesis. First, a structural model evaluation is performed. This evaluation is performed. This evaluation looks at the R-Square value, which shows how much the variability of endogenous variables is comparable to exogenous variables.

a. R-Square

The R-Square value is the value owned by variables Y and Z which shows how much variable X affects Y and Z. The R-Square results are shown in the table below.

Table 9. R-*Square*

	R-*Square*
Y	0.365
Z	0.342

Based on the table above, it can be seen that the R-Square value of variable Y is 0.365, which means that the Company Performance variable can be explained by the variables formed by 36.5% and the rest is influenced by other factors. Then, the R-Square value of variable Z is 0.342, which means that the Competitive Advantage variable can be explained by the variables formed by 34.2% and the rest is influenced by other factors.

b. Path Coefficient

The path coefficient is the value used to show the direction of the variable relationship. The scale used is as follows.

Figure 3. *Path coefficient*

If the resulting path coefficient value has a value below 0 close to -1, it is said that the path coefficient value of variable X to Z or variable Z to Y has a negative effect. And vice versa, if the resulting path coefficient value has a value above 0 close to 1, it is said that the path coefficient value of variable X to Z or Z to Y has a positive effect. Below is the path coefficient.

1. Direct effect

This calculation is carried out to determine the direction of the relationship between variables X1 and X2 with variables Y and variable Z. The following are the results of the path coefficient calculation with direct effect.

Table 10. *Path coefficient direct effect*

	Y	Z
X1	0.172	0.024
X2	0.423	0.570
Y		
Z	0.099	

Based on the table above, it can be seen that all variables have a positive relationship between the dependent and intervening variables. Based on the path coefficient value above, the model relationship between variables can be expressed in a structural equation.

2. Indirect effect

This calculation is carried out to determine the direction of the relationship between variables X1 and X2 with variable Y through variable Z because variable Z is an intervening variable. The following are the results of the path coefficient calculation with indirect effects.

Table 11. *Path coefficient indirect effect*

	Specific Indirect Effect
X1 → Z → Y	0.002
X2 → Z → Y	0.057

Based on the table above, it can be seen that variable Z mediates the independent variable and the dependent variable positively. Based on the path coefficient value above, the relationship between variables can be expressed in a structural equation.

c. T-Statistic (Bootstrapping)

Furthermore, the T-statistic test (bootstrapping) is carried out where the bootstrapping evaluation results produce a T-statistic value which is used in making decisions on hypothesis testing. When the resulting T-statistic value has a value above 2.022 (significance 0.05 and two-way), it can be said that the value has a significant effect.

1. Direct effect

This calculation is carried out to make decisions on hypothesis testing between each variable. The following is the calculation of the T-Statistic with direct influence.

Table 12. T-*Statistic direct effect*

	T-*Statistic*
X1 → Y	0.808
X1 → Z	0.139
X2 → Y	2.211
X2 → Z	4.099
Z → Y	0.647

Based on the table above, it can be seen that the SCM variable produces a value of 0.808 which means that this variable has no significant effect on Company Performance, and produces 0.139 which means that this variable also has no significant effect on Competitive Advantage. Then the Competitive Advantage variable produces a value of 0.647 which means that this variable has no significant effect on Company Performance. Meanwhile, the SCS variable relationship is above 2.022, which means it has a significant effect.

2. Indirect effect

This calculation is carried out for decision making on hypothesis testing between each variable through the intervening variable, namely variable Z. The following is the calculation of the T-Statistic with indirect effects.

Table 13. T-*Statistic indirect effect*

	T-*Statistic*
X1 -> Z -> Y	0.067
X2 -> Z -> Y	0.614

Based on the table above, it can be seen that variable Z mediates variable X1 to Y by 0.067, meaning that variable Z does not have a significant influence to mediate X1 to Y. Furthermore, variable Z mediates variable X2 to Y by 0.614, meaning that variable Z does not have a significant influence to mediate X2 to Y.

d. Predictive Relevance

The Predictive Relevance (Q2) value serves to validate the model. If the resulting value has a value> 0, it can be said that the model has predictive relevance so that it can be said to have achieved good prediction accuracy and is accurate. Predictive relevance analysis is obtained through the blind folding process in SmartPLS software shown in the table below.

Table 14. *Predictive Relevance*

	Q^2 (=1-SSE/SSO)
Y	0.205
Z	0.181

The test results of Q 2 on each variable have a value> 0 which indicates that the model has predictive relevance so that it can be said that it has achieved good prediction accuracy and is accurate.

e. Model Fit

Model NFI is a measure of model fit on a comparative basis against the baseline. If the resulting NFI (Normal Fit Index) value is greater, the model can be said to be getting better or more fit with the data. The following is a model fit table.

Table 15. Model Fit

	Saturated Model	*Estimated Model*
NFI	0.613	0.613

Based on the table above, it can be seen that the NFI value of the saturated model and estimated model has a value of 0.613, which means that the model under study is good and has a data fit of 61.3%. Here is the final framework.

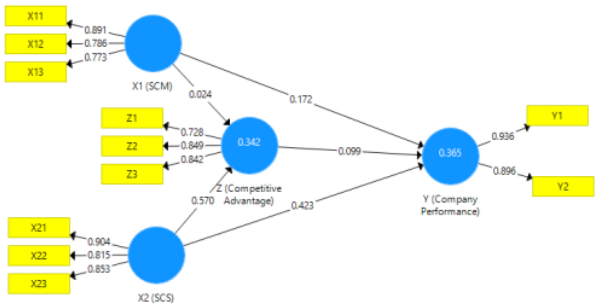

Figure 4. *Final framework*

Based on the figure above, it can be seen that there is no difference between the initial framework and the final framework because at the convergent validity test stage there are no indicators that have a value below 0.7 so it can be said that all indicators are valid.

3.4 Hypothesis Testing

This study uses structural equation model (SEM) analysis with a partial least square (PLS) approach assisted by SmartPLS software. The bootstrapping evaluation results produce a T-Statistic value which is used in making decisions on hypothesis testing. If the calculated value of the T-Statistic is higher than the T-Table value, the hypothesis is supported or accepted. The test results with bootstrapping from PLS analysis are as follows

Table 16. Hypothesis results and discussion

Hypothesis	Relationship	Hypothesis Testing	Result
1	Supply Chain Management with Competitive Advantage	The SCM variable on Competitive Advantage shows a path coefficient of 0.024 with a t-statistic value of 0.139. The statistical value is smaller than the t-table value of 2.022.	SCM has no significant positive effect on competitive advantage, so **H0 is accepted.**
2	Supply Chain Strategy with Competitive Advantage	The SCS variable on Competitive Advantage shows a path coefficient of 0.570 with a t-statistic value of 4.099. This statistical value is greater than the t-table value of 2,022.	SCS has a significant positive effect on competitive advantage, so **H2 is accepted.**
3	Supply Chain Management with Company Performance	The SCM variable on Company Performance shows a path coefficient of 0.172 with a t-statistic value of 0.808. The statistical value is smaller than the t-table value of 2.022.	SCM has no significant positive effect on company performance, so **H0 is accepted.**
4	Supply Chain Strategy with Company Performance	The SCS variable on Company Performance shows a path coefficient of 0.423 with a t-statistic value of 2.211. The statistical value is smaller than the t-table value of 2.022.	SCS has a significant positive effect on company performance, so **H4 is accepted.**
5	Competitive Advantage with Company Performance	The Competitive Advantage variable on Company Performance shows a path coefficient of 0.099 with a t-statistic value of 0.647. This statistical value is smaller than the t-table value of 2.022.	Competitive Advantage has no significant positive effect on company performance, so **H0 is accepted.**

Hypothesis	Relationship	Hypothesis Testing	Result
6	Supply Chain Managemet on Company Performance through Competitive Advantage	The SCM variable on Company Performance through Competitive Advantage shows a path coefficient of 0.002 with a t-statistic value of 0.067. The statistical value is smaller than the t-table value of 2.022.	SCM has no significant positive effect on company performance through competitive advantage, so **H0 is accepted.**
7	Supply Chain Strategy on Company Performance through Competitive Advantage	The SCS variable on Company Performance through Competitive Advantage shows a path coefficient of 0.057 with a t-statistic value of 0.614. The statistical value is smaller than the t-table value of 2.022.	SCS has no significant positive effect on company performance through competitive advantage, so **H0 is accepted.**

Based on the results of testing with bootstrapping from the PLS analysis above, it can be seen that, in hypotheses 2 and 4, H2 is accepted and H4 is accepted, which means that SCS has a significant positive effect on competitive advantage, then H2 is accepted and SCS has a significant positive effect on company performance, then H4 is accepted.

4. Conclusion

The conclusion of this study is as follows The conclusion obtained from the results of this study based on the results of hypothesis testing carried out using PLS, we can see that there is a positive influence of Supply Chain Strategy on Company Performance and Competitive Advantage and there is no positive influence of Supply Chain Management on Company Performance or Competitive Advantage. From results of hypothesis testing analysis, suggestions for improvement can be given to help and improve Company Performance in implementing Supply Chain Strategy, namely improving effective demand flexibility management by responding quickly to shifts in demand and readiness to adapt to change, evaluating systems or processes in the supply chain and achieving speed, accuracy, and flexibility that have been set, taking proactive actions to identify, assess, and reduce the potential impact of various risks that can disrupt supply chain performance. To create sustainable competitive advantage, companies need to pay attention to several important aspects in implementing Supply Chain Strategy, including increasing speed and accuracy in meeting customer demand, ensuring consistent product and service quality, and continuing to evaluate and improve to ensure that the strategy implemented remains relevant and effective.

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