

SUSTAINABILITY OF COMPETITIVE ADVANTAGE BASED ON SUPPLY CHAIN MANAGEMENT, INFORMATION TECHNOLOGY CAPABILITY, INNOVATION, AND CULTURE OF MANAGERS OF SMALL AND MEDIUM CULINARY BUSINESSES IN SURAKARTA

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ABSTRACT

This explanatory research aims to examine and analyze the culture of managers in mediating the effect of Supply Chain Management (SCM), Information Technology Capability (ITC), and Innovation on Sustainable Competitive Advantage (SCA). Data collection was carried out using a survey method through a questionnaire with Google forms on the population, 1,211 culinary businesses in Surakarta registered with the Surakarta City Cooperatives and SMEs Office in 2020. The sample size was determined by the Slovin method consisting of 301 respondents, of which 282 questionnaires (93.69 %) can be processed. The sampling technique used proportional random sampling, with the data analysis technique used was AMOS 26. The results of the hypothesis test state that 1) SCM, ITC, and Innovation have a significant influence on the Culture of the Manager (COM), 2) SCM and Innovation have a significant effect on SCA, 3) ITC has no significant effect on SCA, 4) COM intercedes the influence of SCM, ITC, and Innovation on SCA.

Keywords: Supply Chain Management, Information Technology Capability, Innovation, Culture of Manager, Sustainability of Competitive Advantage

Background

Globalization has resulted in a higher level of business competition, where many similar products are sold in the market with the same or better quality but at lower prices. It is advantageous from the consumer side because it has many product choices. However, this is a challenge for producers to change their business patterns to survive. So, business people must create something that can differentiate their organization from competitors. The things that consumers perceive have more value than competitors. In other words, businesses must have a Sustainable Competitive Advantage (SCA) to survive high competition through supply chain management (Afraz et al. (2021).

SCA can also be achieved through Information Technology Capacity (ITC) (Bayer et al., 2020, Kakate, 2020). However, a different opinion was conveyed by Khaddam et al. (2020) and Chiu & Yang (2019), which state that ITC has only a minor effect.

The next factor is Innovation (I). Gebremichael (2020) and Sulistyo & Ayuni (2020) believe it positively and significantly influences competitive advantage. However, Al Mamun & Fazal (2018) expressed a different opposite opinion.

SCA is also determined by the Culture of Managers (COM), especially for MSMEs. Chacon Vargas et al. (2018) and Bi et al. (2019) state that they have a significant effect. Jardon & Martínez-Cobas, 2019 add leadership as another source of competitive advantage in small businesses. However, culture does not produce competitiveness directly; it grows through entrepreneurial leadership.

In large companies, SCM, IT, and I are handled by separate departments. For example, creation is the responsibility of the Research and Development department. It differs from SMEs with relatively limited resources, so the owner/manager handles everything directly. The role of the business manager becomes the center of controlling its business, including business management.

The focus of this research is on culinary SMEs in Surakarta, which was chosen because the city government always promotes it as one of the supporters of the tourism city. Various efforts were made, including through the Madhang application, a home-based food marketplace to raise the economic value of family cuisine, and the MSME Culinary Expo, which built 13 culinary shelters in Manahan, the western city, Mojosongo, Solo Square, Galabo day and night. Furthermore, the government found Solo Kuliner Sejahtera (SOKUL SEJAHTERA), with Deed no: 22 dated September 22, 2020 KEP. MENKUMHAM Republic of Indonesia Number AHU.009472.AH.01.07.2020, as a forum for communication and coaching. Unfortunately, the number of businesses registered with the Surakarta Cooperatives and MSMEs Service has decreased (2017 1,359, 2018 1,377, 2019 1,338, 2020 1,211). The interviews with various parties revealed that this decline was due to Covid-19. With reduced business, the level of competition becomes higher as demand increases. Surakarta culinary SMEs face business competition in several ways, including changing how they market their products by utilizing technology through mobile phones for online sales.

Based on the results of studies and phenomena regarding the influence of SCM, ITC, I, and COM on existing SCA, researchers aim to examine and analyze COM in mediating the effects of SCM, ITC, and I on SCA.

LITERATURE REVIEW

2.1 Theoretical basis

2.1.1. Strategic Management

Glueck in Cherunilam (2015:4) states that strategy is an integrated and comprehensive plan that links it with the corporate environment to achieve company goals. Strategic management is the art and science of formulating, performing, and assessing every decision between company functions to realize the organization's aim.

2.1.2. Resource-Based Theory (RBT)

The organization must build all the means it has so that it is difficult to imitate and outperform its competitors. Resources can have the potential for competitive advantage if they have four things, namely: Valuable, Rare, Imperfectly Imitable, and Unique Historical/Organization (Barney, 2007: 57). Meanwhile, resources that can be built to achieve sustainable competitive advantage are Culture, Trust, Human Resources, Information Technology (IT managerial skills).

2.1.3. Operation Management

Operations Management is converting inputs into outputs in the form of goods and services (Heizer et al., 2017:4). In carrying out its function, of providing goods and services for the organization, the operations manager is also responsible for making operations strategy. Operations tactics judgments are critical in business processes because they link plans and all other operating determinations (Reid & Sanders, 2013: 48).

2.1.4. Supply Chain Management (SCM)

It is an organizational network of suppliers, manufacturers, distributors, and retailers who collaborate to find simple ingredients, carry out the production mode and manage the delivery of final outputs to customers (Ivanov et al., 2019:7).

2.1.5. Information Technology Capability (ITC)

Pérez-López & Alegre (2012) and Turulja & Bajgoric (2016) state that IT capability consists of knowledge, operations, and infrastructure. These three associate and influence the extent to which a corporation can maximize its outlays to strategic advantage. It is acquiring, implementing, combining, and reconfiguring related resources to achieve a competitive advantage (Cepeda & Arias-Pérez, 2019).

2.1.6. Innovation (I)

It deals with change and renewal. According to Porter in Elias G et al. (2015:7), companies can achieve a competitive advantage with the invention. It includes new ways of doing things in the creation process, from ideas to goods or services, new business organization, changes in marketing design, and new ways of serving consumers.

2.1.7. Culture of Manager (COM)

The values owned by business owners or managers will make policies related to their business. Leader culture is vital because it is organizational leaders who can create, manage, and change the organizational culture (Weiss..S.David & Molinaro, 2005:107). Owner-manager behaviors and abilities dominate administrative practice (Culkin & Smith, 2000) and shape corporate knowledge and communication flows (Martin & Halstead, 2003).

2.1.8. Sustainable Competitive advantage (SCA)

A company has a competitive advantage if it can create economic value beyond its competitors (Barley, JB and Hesterly, 2012:10). Barney and Hesterley (2012:12) state that there is a temporary nature that occurs when it lasts for a short time. These advantages can also be sustainable if they last longer (Heizer et al., 2017:37).

3. Conceptual Frame

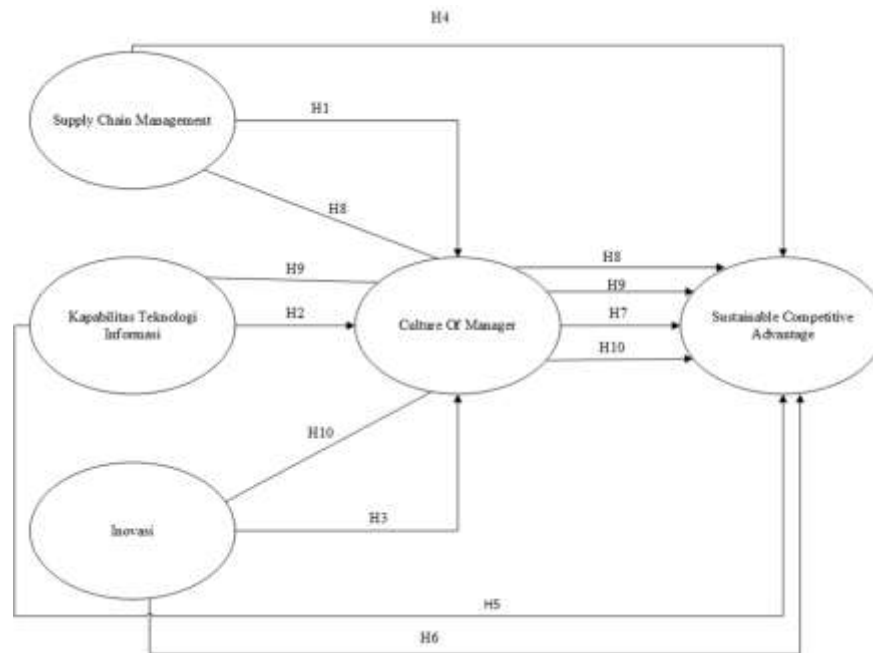


Figure 1.1. Conceptual Frame

The hypotheses are:

- H1. SCM significantly affects COM
- H2. ITC significantly impacts COM
- H3. Innovation greatly influences COM
- H4. SCM significantly affects SCA
- H5. ITC significantly affects SCA
- H6. Innovation significantly affects SCA
- H7. COM significantly affects SCA
- H8. COM mediates the influence of SCM on SCA
- H9. COM mediates the effect of ITC on SCA
- H10. COM mediates Innovation's impact on SCA

4. Research Methodology

The purpose is to examine and analyze the role of COM in mediating the influence of SCM, ITC, and I on SCA.

4.1. Population

All 1,211 culinary businesses in Surakarta registered with the Cooperatives and SMSE Office in 2020.

4.2. Measurement

This research consists of independent variables (Supply Chain Management, Information Technology Capability, and Innovation), a dependent variable (Sustainable Competitive Advantage), and mediating variable (Culture of Manager).

Measurement of SCM refers to the study of Li et al. (2006), namely: 1) supplier partnership strategy, 2) buyer relations, 3) the degree of data distribution, and 4) the goodness of information sharing.

ITC indicators include 1) IT infrastructure capabilities, 2) Ability to align IT and business, and 3) Proactive IT capabilities (Cepeda & Arias-Pérez, 2019).

The innovations consist of product, process, and marketing innovations. All three are measured using indicators from Alghanmi (2020), which are developing products that are superior to competitors, introducing products that are different from the market, creating product novelty for customer satisfaction, and building product novelty for competitive advantage. Indicators to measure process innovation are the efficiency of the production process, delivery accuracy, and improving logistics processes related to delivery. Marketing innovation indicators include product design updates, packaging innovations, updating pricing techniques, updating pricing techniques for current and new products, and updating promotion techniques.

COM is measured by: 1) Control, 2) Commitment, 3) Sustainability, and 4) Enrichment (Ahmad et al., 2020).

SCA is measured by: 1) cost leadership, 2) Differentiation, and 3) Flexibility (Alghanmi, 2020). Then, the researcher added one indicator, namely efficiency. The Likert scale quantifies respondents' answers (1: strongly disagree to 5: strongly agree).

4.3. Data Collection

Data collection was carried out through direct distribution of Google forms and questionnaires to respondents and interviews with Surakarta Cooperatives and MSME officials, the Chairperson of the SEJAHTERA Culinary Solo, and culinary entrepreneurs in Surakarta.

The sample size is determined by the Slovin formula, which is 301 SMEs. Proportional random sampling was used in each type of business (food 149, drinks 25, and snacks 127). Of the 301 respondents, there were 19 who could not be used. So, the number of final respondents that can be analyzed is 282.

4.4. Data Analysis Technique

Researchers used AMOS 26 to analyze the data, divided into measurement model analysis, structural model analysis, and hypothesis testing.

5. Research Results

5.1. Measurement Model Analysis Results

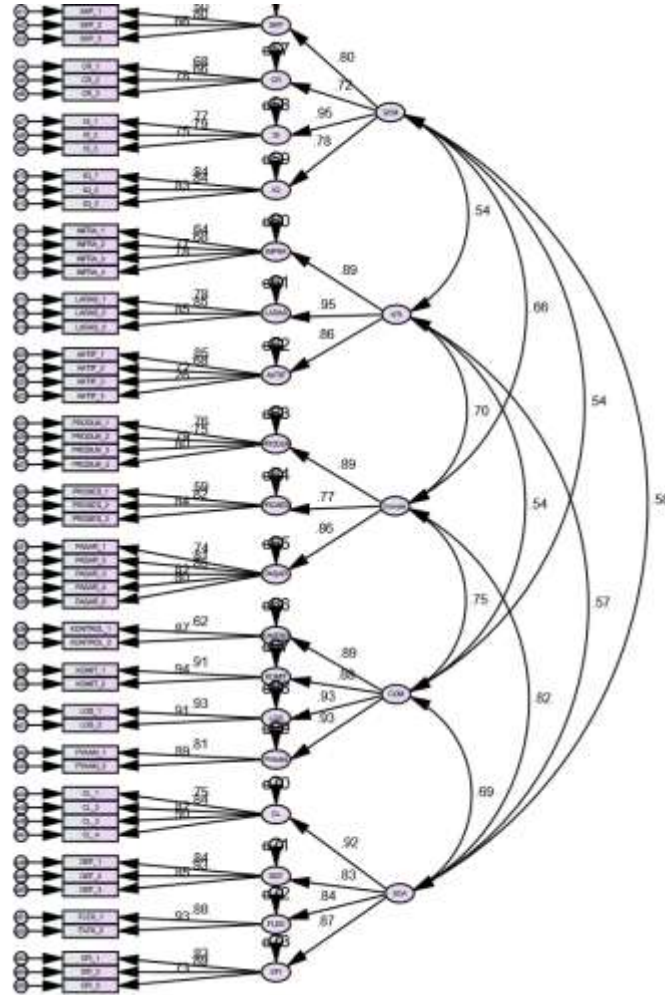


Figure 2. Measurement Model Analysis Results (CFA)

The concurrent validity analysis shows that the factor loadings value of each indicator has met the minimum standard value set of 0.50 (Hair et al., 2014). The AVE value for the SCM, ITC, I, COM, and SCA construct of 0.670, 0.817, 0.710, 0.821, and 0.726 has met the standard above 0.50.

Table 2. Discriminant Validity

	CR	AVE	1	2	3	4	5
1. SCM	0.889	0.67	0.818				
2. ITC	0.93	0.817	0.539***	0.904			
3. Innovation	0.88	0.71	0.663***	0.697***	0.842		

4. COM	0.948	0.821	0.541***	0.545***	0.754***	0.906	
5. SCA	0.921	0.746	0.580***	0.575***	0.823***	0.690***	0.864

Source: AMOS 26 Graphics Processed Data

Note: the diagonal line (bold) is the square root of the AVE of each construct. *** the correlation value between constructs is smaller than the square root of the AVE of each construct.

Table 2 proves the discriminant validity test where the value of the square root of AVE for each construct is greater than the correlation value between constructs (Hair. et al., 2014). The value of SCM, ITC, Innovation, COM, and SCA is 0.818, 0.904, 0.842, 0.906, and 0.864.

5.2. Results of Structural Model Analysis and Hypothesis Testing

The structural model analysis determines the relationship between constructs based on the theoretical model. Hypothesis testing is done by looking at the goodness of fit (GOF) value of the structural model, the path coefficient value (β), and the significance value (p-value).

Tabel 3. Model fit results

GOF Index	Expected Value			Result	Evaluation
	Bad	Good	Very Good		
RMSEA	>0.08	>0.06	<0.06	0.074	Good
SRMR	>0.10	>0.08	<0.08	0.0691	Very Good
CMIN/DF	>5	>3	>1	2.522	Very Good
TLI	<0.90	<0.95	>0.95	0.81	Bad
CFI	<0.90	<0.95	>0.95	0.821	Bad

Source: Amos 26 Processed Data, 2021

Note: N=300; χ^2 (CMIN) = chi-square discrepancy; DF = Degrees of Freedom; CFI = Comparative Fit Index; TLI = Tucker-Lewis Index; RMSEA = Root Mean Square Error of Approximation; SRMR = Standardized Root Mean Square Residual.

Table 3 shows the RMSEA value of 0.0674, SRMR 0.0891, CMIN/DF 2.522, TLI 0.81, and CFI 0.821. Evaluation is done by comparing the value of the analysis results with the expected value. So, RMSEA is in the good category, and SRMR and CMIN/DF are in the excellent category. The model is said to be feasible if at least two GOF indices of model testing are met (Hair et al., 2014). The evaluation results indicate that it has met the GOF index.

Next, model analysis and hypothesis testing are done by looking at the path coefficient value (β) dan significance value (*p-value*).

Table 4. Structural Model Analysis Results

Construct	Structural Path (β & p -value)	
	COM	SCA
Basic Model		
SCM	0.183***	0.109**
ITC	0.198***	0.066†
Innovation	0.469***	0.277***
COM		0.539***
R^2 (R -square)	0.565	0.781

Source: AMOS 26 Processed Data, 2021

Note: *** $p < 0,001$, ** $p < 0,01$, * $p < 0,05$. † $p > 0,1$

Table 4 shows that SCM has a positive and significant effect on COM ($\beta = 0.183$ and p -value < 0.001); H1 is accepted. ITC has a positive and great impact on COM ($\beta = 0.198$ and p -value < 0.001); H2 is accepted. Innovation has a positive and major influence on COM ($\beta = 0.469$ and p -value < 0.001); H3 is accepted.

Table 4 also proves the results of the influence of the independent on the dependent variable; SCM has a positive and significant effect on SCA ($\beta = 0.109$ and p -value < 0.01); H4 is accepted. ITC has no significant positive impact on SCA ($\beta = 0.066$ and p -value > 0.1); H5 is rejected. Innovation has a positive and great impact on SCA ($\beta = 0.277$ and p -value < 0.001); H6 is accepted. COM has a positive and significant effect on SCA ($\beta = 0.539$ and p -value < 0.001); H7 is accepted.

Table 5. Mediation Test Results

Jalur Mediasi	Estimate (ab)	BC 95% CI		P-Value	Koefisien Jalur (β)
		Lower	Upper		
SCM --> COM --> SCA	0.194	0.097	0.332	0.002	0.099**
KTI --> COM --> SCA	0.117	0.059	0.194	0.001	0.107**
Inovasi --> COM --> SCA	0.316	0.223	0.435	0.000	0.253***

Source: AMOS 26 Processed Data Graphics.

Note: ab= estimated mediation effect, BC= bias corrected, CI= confidence interval, *** $p < 0,001$, ** $p < 0,01$, * $p < 0,05$.

Table 5 shows that COM is statistically proven to intercede the influence of SCM on SCA. It is evidenced by the estimated mediation effect of 0.194 with a path coefficient (β) of 0.099, which is significant at a p -value < 0.01 . The 95% CI value is in the range of the lower limit of 0.097 to the upper limit of 0.332. The mediating effect is significant

because the bias-corrected confidence intervals for the indirect impact do not contain a zero value (Baron & Kenny, 1986). Thus H8 is accepted.

The results of the mediation test stated that COM was statistically proven to mediate the effect of ITC on the Sustainability of Competitive Advantage. It is evident from the estimated mediation effect of 0.117 with a path value coefficient of 0.107, which is significant at $p < 0.01$. The 95% CI value is in the range of the lower limit of 0.059 to the upper limit of 0.194. The mediating effect is significant because the bias-corrected confidence intervals for the indirect impact do not contain zero values. Thus H9 is accepted.

The results of the mediation test stated that COM was statistically proven to mediate the effect of Innovation on SCA. It is evident from the estimated mediation effect of 0.316 with a path value coefficient of 0.253, which is significant at $p < 0.001$. The 95% CI value is in the range of the lower limit of 0.223 to the upper limit of 0.435. The mediating effect is significant because the bias-corrected confidence intervals for the indirect impact do not contain zero values; H10 is accepted.

Table 6. Summary of Hypothesis Testing Results 1 – Hypothesis 10

Hyp		β	P Value	Note
H1	SCM has a significant effect on COM	0.183	< 0.001	H1 accepted
H2	ITC has a significant effect on COM	0.198	< 0.001	H2 accepted
H3	Innovation has a significant effect on COM	0.469	< 0.001	H3 accepted
H4	SCM has a significant effect on SCA	0.109	< 0.01	H4 accepted
H5	ITC have a significant effect on SCA	0.066	> 0.1	H5 rejected
H6	Innovation has a significant impact on SCA	0.277	< 0.001	H6 accepted
H7	COM has a significant effect on SCA	0.539	< 0.001	H7 accepted
H8	COM mediates the influence of SCM on SCA	0.099	0.002	H8 accepted
H9	COM mediates the effect of ITC on SCA	0.107	0.001	H9 accepted
H10	COM mediates the effect of Innovation on SCA	0.253	0.000	H10 accepted

Source: Processed Primary Data

6. Research Implications

Overall, the results of this study are beneficial for MSME managers, especially culinary MSMEs. There needs to be good SCM, ITC, Innovation, and COM that support business processes by managers to achieve SCA.

This research helps develop economics because every organization that can survive is the one with a sustainable competitive advantage. It provides recommendations on how to achieve it, namely the ability of business managers to coordinate the supply chain from purchasing raw materials to customer satisfaction. In addition, managers are also required to increase IT capacity, which consists of infrastructure capabilities, IT alignment capabilities with business, and the ability to respond to IT changes proactively. In addition, business managers must also innovate products, processes, and marketing. Lastly, Sustainable Competitive Advantage is also determined by the Manager's culture.

7. Conclusions

The study aims to analyze COM mediating the influence of SCM, ITC, and Innovation on SCA. Data collection through google forms and questionnaires were given to respondents. The population was 1,211 culinary businesses registered with the Cooperatives and UMKM Service in Surakarta in 2020. The sample size was determined by the Slovin method, which was 301 respondents. The sampling technique used a proportional random sampling technique to determine the number of samples in each type of business (food, beverage, and snack). The selection must meet the requirements: 1) is a micro-business in the culinary business registered at the Surakarta Cooperative and MSME Service, 2) has used information technology to run its business, 3) has been running its business for at least three years.

In distributing the questionnaire between the second week of October – the third week of November 2021, 301 respondents participated. Of the total respondents, 19 did not meet the criteria, so the final number of respondents who could be analyzed was 282 (93.69%).

Analysis of hypothesis testing was carried out using the Amos 26 application. The study's results stated that: 1) SCM, Innovation, and ITC significantly COM. They considerably impact SCA. Still, ITC has no significant effect, 2) COM mediates the impact of SCM, Innovation, and ITC on Sustainable competitive advantage.

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