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Implications of Supply Chain Management and Total Quality Management Implementation for Operational Performance

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Abstract:
This study identifies the repercussions of the adoption of supply chain management (SCM) and the implementation of total quality management (TQM) for operational performance in the shoe industry in West Java, Republic of Indonesia. A survey questionnaire was used, with 291 respondents from the shoe industry that has implemented SCM alongside TQM. This study explores the implications of SCM and TQM for operational performance. The approach in this study uses structural equation modeling (SEM) to investigate the relationship between the variables studied. The findings revealed that the implementation of SCM and the adoption of TQM have an excellent and substantial effect on operational performance. Nevertheless, the implementation of SCM is considerably rated preferable to the incorporation of TQM for operational performance. Consequently, the adoption of SCM has the largest variable influence on operational performance.

Keywords: supply chain management, total quality management, performance, industry, management.

供应链管理和全面质量管理实施对运营绩效的影响

摘要：
本研究确定了采用供应链管理（单片机）和实施全面质量管理（全面质量管理）对印度尼西亚西爪哇制鞋业运营绩效的影响。我们使用了一份调查问卷，对来自已实施单片机和全面质量管理的制鞋行业的291名受访者进行了调查。本研究探讨了单片机和全面质量管理对运营绩效的影响。本研究中的方法使用结构方程模型（

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扫描电镜）来研究所研究变量之间的关系。研究结果表明，单片机的实施和全面质量管理的采用对运营绩效具有极好的、实质性的影响。尽管如此，就运营绩效而言，实施供应链管理（单片机）比纳入全面质量管理（全面质量管理）更可取。因此，单片机的采用对运营绩效具有最大的可变影响。

关键词：供应链管理、全面质量管理、绩效、行业、管理。

1. Introduction

Good operational performance is extremely essential for the sustainability of the business. According to Zhu et al. (2008 in Modgil & Sharma, 2016), good operating performance relies on production efficiency, cost, and product variety and quality. Ojha et al. (2019) stated that when operational performance elements are not excellent, one of the causes is quality performance, while Munizu (2013) stated that quality performance is influenced by human resources, supplier management and process management. Therefore, to increase operational performance, it is necessary to identify, measure, and analyze precisely the components that affect operational performance.

The application of SCM is still not implemented adequately by some firms. Jakhar (2015) identified low levels of application of SCM in India so that it is required to execute SCM efficiently. Chopra and Meindl (2001 in Koh et al., 2007) stated that the degree of application of SCM is expected to be improved through the integration of suppliers, producers, distributors, and consumers.

The use of SCM is intended to raise the effectiveness of the company's production, so that it can improve the company's operational performance. The application of SCM is expected to generate a competitive advantage for the firm. The deployment of effective SCM will have an impact on cost efficiency and has a good association with and influence on operating performance (Koh et al., 2007).

The implementation of TQM in the organization is also comparatively not done successfully, notably with the low quality of human resources where there is still little employee empowerment (Psomas & Jaca, 2016). Human resource management plays an integral role in the actual implementation to retain the interest in TQM. Wibowo et al. (2015) mentioned that TQM is one of the main measures of business because it has a major impact on individual performance (Purbasari & Septian, 2017). Improving competitiveness can be accomplished through the TQM strategy (Ardiansyah et al., 2020). TQM has a goal of optimizing the competitiveness and performance of the company through the quality of products, people resources, services, and in the process (Ooi et al., 2011). The shoe industry is one of the priority strategic sectors because it contributes significantly to the national economy of Indonesia (Badan Kejuruan Teknik Industri PII, 2016), as evidenced by the achievement of a gross domestic product (GDP) of Rp. 35.14 trillion in 2016 or contribution of about 0.28 percent to the state revenue. The export achievement of Indonesia's shoe industry sector scaled by 4.13% or rose to US$ 5.11 billion from the previous year (Badan Pusat Statistik, 2022).

The total shoe industry in Indonesia has 18,687 business units, including 18,091 small-scale, 441 medium-scale, and 155 large-scale business units. Based on the distribution of the footwear industry throughout Indonesia, 82% is in West Java and East Java Provinces (Badan Pusat Statistik, 2016).

Research on SCM and TQM has been conducted but not on aspects of its implementation, either the application of SCM or the application of TQM. No one has assessed the variables of the application of SCM and TQM toward operational performance in the shoe industry in West Java, Republic of Indonesia.

2. Literature Review

2.1. SCM

SCM is an area of study that focuses on the efficiency and effectiveness of the flows of goods, information, and money that occur simultaneously. SCM is an approach that incorporates the process of material management for the production and distribution of products to consumers (Pujawan & Mahendrawathi, 2017).

SCM is the transformation of raw materials into semi-finished products and finished goods distributed to consumers (Heizer & Render, 2017). Simichi-Levi et al. (2007 in Ariani & Dwiyanto, 2013, p. 16) state that SCM is an approach to unite those related to the production process efficiently so that they are distributed with the right quantity and in the right time to meet customer needs. Bozarth and Handfield (2016) stated that the application of SCM can tangibly convert raw materials into finished products and distribute them to consumers.

Indicators of SCM (Bozarth & Handfield, 2016):

- *Planning* to attain the desired goals in a job;
- *Time:* There is a defined time limit;
- *Organizing* is the availability of each resource for the achievement of objectives;
- *Goods* is the value of goods carried by the company or that have not been sold (stock);
- *Strategic partnering* is cooperation in preparing the company's strategy.

2.2. TQM

TQM is a management approach implemented by the company that prioritizes quality to achieve long-term goals. According to Goetsch and Davis (2014), TQM is a combination of corporate management and involvement of all aspects built on the concept of

quality, teamwork, productivity, and customer satisfaction. According to Tjiptono and Diana (2014), the TQM approach in running a business aims at improving the competitiveness of the company through the improvement of products, services, human resources, processes, and the environment.

According to Fahmi (2011), TQM suggests continuous performance enhancement at each stage of the process, using all available human resources and capital. According to Heizer and Render (2017), TQM represents the organizational environment of all areas of management establishing the quality of a company's products or services.

According to Wibowo (2016), TQM is a management that makes planning and decision making, management, leadership, in using all existing resources to produce quality products or services and obtain consumer satisfaction. According to Hani (2013), TQM is a continuous improvement that is fundamental to process development. TQM is an approach to competitiveness through human resources, processes, products, and the environment in the company (Goetsch & Davis, 2014).

TQM has a positive significant relationship with operating performance (Modgil & Sharma, 2016; Psomas & Jaca, 2016; Baird et al., 2011). The TQM indicators are measured through top management support, quality information, process management, product design, workforce management, supplier involvement, customer involvement, and employee empowerment (Flynn et al., 2010).

2.3. Operational Performance

Performance represents the extent of achievement of a program of activities within the company's vision and mission (Moeheriono, 2012, p. 60). Sedarmayanti (2017, p. 26) states that performance is an achievement in an organization to accomplish goals. Schroeder et al. (2012) stated that operational performance is the achievement of the business in a period based on established standards.

According to Schroeder et al. (2012), operational performance measurement is based on quality, cost, delivery, flexibility, and innovation. According to Ferdows and De Meyer (1990 in Trattner & Kappe, 2013), operational performance is measured through cost, quality, inventory, speed, flexibility, and delivery. Boyer and Lewis (2002 in Haleem & Jehangir, 2018) stated that operational performance refers to the priority of cost, quality, delivery, and flexibility.

Wibowo (2016, p. 67) revealed that performance is results of an assignment. Moeheriono (2012, pp. 63-64) stated that performance is the result of work toward achieving maximum results. According to Daft (2012), operational performance is management in the sphere of the production of goods and services, with special tools and techniques in production.

Armstrong (1998 in Wibowo, 2016) stated that there are several factors that affect performance, namely personal factors related to expertise, motivation, commitment, etc.; leadership factors related to the quality and direction of leadership; team factors related to the support of colleagues; system factors related to the system/work methods; and contextual factors related to the pressure of the internal and external environment of the company.

Dimensions of operational performance theory, according to Ferdows and De Meyer (1990 in Heizer & Render, 2017), are cost (target costs in operations with efficiency), quality (target quality of products or services produced), flexibility of operation capability in product changes, and dependability (reliability) of supply of goods or services.

3. Methodology

Planning, time, organising, goods, and strategic partnering are used as indicators of SCM application in this study (Bozarth & Handfield, 2016). Meanwhile, the TQM indicators employed focused on management, information, process management, products, workforce, suppliers, customers, and employee empowerment (Luburić, 2014). Operational performance parameters include cost, quality, flexibility, and dependability (Heizer & Render, 2017).

In this study, the SEM method was used to evaluate the connection between the SCM application, the TQM application, and operational performance. The SEM method is widely used to describe the relationship between latent variables (Abdillah & Hartono, 2015).

Questionnaires distributed to the West Java shoe industry were used to gather the study information. West Java has 1006 shoe industry businesses. In the study's selection of the shoe sector, SCM was incorporated alongside TQM. The research team interviewed shoe industry business players using purposive sampling and the Slovin formula; the technique is appropriate to obtain respondents in the study (Sugiyono, 2016). The details of the questionnaires are listed in Table 1.

Table 1 Questionnaire Item(s)

Variable(s)	Item(s)
Operational Performance (OP)	1. The company has a sufficient budget to sustain its activities. 2. The organisation is capable of making effective and efficient use of its budget. 3. The organisation is capable of successfully managing inventories of incoming and exiting commodities. 4. The corporation has the ability to allocate budgets for its operational tasks. 5. The organisation is capable of producing high-quality product designs. 6. The organisation is capable of producing high-quality products. 7. The organisation has qualified human resources. 8. The company has a high level of quality control. 9 The company can assess product quality. 9. The corporation can alter manufacturing capacity based on demand. 10. When the company receives a large number of orders, it might boost its manufacturing capacity. 11. The company is able to adjust the design according to market trends. 12. The company has enough raw materials on hand to complete the manufacturing process. 13. The company is able to offer goods to clients in a timely manner. 14. The company is able to supply things in a timely manner based on the request.

Table 1 Questionnaire Item(s)

Variable(s)	Item(s)
Implementation of the Supply Chain Management (ISM)	1. The company already has a well-defined strategy in supply chain. 2. The company has an efficient supply chain movement. 3. The company has goals to reach in supply chain management planning. 4. The company can meet goals in accordance with supply chain management plans. 5. The company is capable of developing an effective supply chain management system for its business. 6. The company has short, medium, and long-term supply chain targets. 7. The company always evaluates supply chain management effectiveness. 8. The company always maintain its production activities to ensure product availability. 9. The company is able to resell any unsold merchandise. 10. Companies can carry out their tasks to carry out production, warehousing, and distribution operations 11. The firm is entirely liable for the supply chain activities carried out 12. The company has the right to govern its supply chain management 13. The company has complete control over the operational management of its supply chain. 14. The company has sufficient capital to handle its supply network. 15. The company has competent human resources to manage its supply chain.

Table 1 Questionnaire Item(s)

Variable(s)	Item(s)
Implementation of the Total Quality Management (ITQM)	1. Top Management determines the success of TQM adoption. 2. Top Management is crucial in the implementation of TQM. 3. Top Management is a significant driver of the TQM approach. 4. Customers are fully accountable for the products they offer. 5. Top Management develops into a motivating leader. 6. Capable of giving quality information 7. Capable of being included in the management system 8. Quality indicator records must be retained. 9. Scrap records should be kept for quality assurance. 10. Information regarding the quality records should be retained. 11. Useful information regarding the cost records should be retained. 12. Capable of approaching problems methodically 13. The company's resources are utilised wisely. 14. Company resources are appropriately utilised. 15. The design process is shared by all departments. 16. To achieve the ideal product design, all departments collaborate. 17. Provides advice on training techniques. 18. Employee empowerment and teamwork are promoted by Workforce Management. 19. Make a strategy for employee recruitment.

Source: The authors

Three regions in West Java Province of the Republic of Indonesia were chosen for sampling: central, southern, and northern regions. This study's sample size includes 286 business actors from the shoe sector. The number of questionnaires that can be disseminated was 286 copies; however, to prevent data invalidation, the number of questionnaires appointed was 300 copies. Following the purposive sampling technique, the number of questionnaires used based on the region was 146 in the middle of the three regions, 108 in the southern regions, and 46 in the western regions.

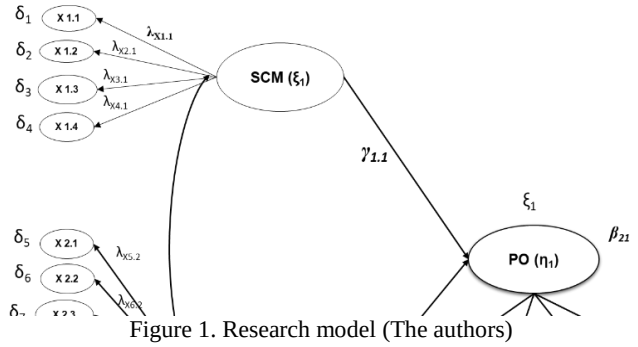

Figure 1. Research model (The authors)

4. Findings

Shoe industry business players in West Java are generally aged > 40 (32.99%), while the smallest number are aged between 20 and 25 (1.03%). By gender, males constitute 73.20%, and females constitute 30.58%. Based on status or position, owners comprise 86.94%, and the least number of functional managers is 13.06%.

Table 2 Respondent Profile

Demographics	Category	Frequency (F)	Percentage (%)
	20-25 years old	3	1.03
	26-30 years old	31	10.65
Number of Employees	10-15 people	210	72.16
	16-20 people	38	13.06
	21-25 people	9	3.09
	26-30 people	11	3.78
	>30 people	23	7.90
Raw Material Supplier	Agent	79	27.15
	Distributor	204	70.10
	Traders	8	2.75
Origin of Raw Materials	Within the city/county	79	27.15
	Inter-city / district	101	34.71
	Inter-provincial	74	25.43
	Import	37	12.71
Marketing	Direct	177	60.82
	Agent	47	16.15
	Merchant/Shop	67	23.02
Marketing Territory	Within the city/county	103	35.40
	Inter-city / district	108	37.11
	Inter-provincial	64	21.99
	Export	16	5.50
Average Turnover Per Month	≤1 Billion	204	70.10
	2 – 10 Billion	56	19.24
	11 – 25 Billion	31	10.65
	26 – 50 Billion	0	-
Percentage Of Technology Use	<10%	34	11.68
	10-50%	76	26.12
	50-99%	174	59.79
	100%	7	2.41

Source: Data processing results, 2022

As for products produced, leather shoes constituted 32.30%, canvas shoes constituted 26.80%, women's shoes constituted 13.40%, men's shoes constituted 21.65%, and children's shoes constituted 5.84%. Based on the number of employees owned, 72.16% have between 10 and 15 employees, 13.06% have between 16 and 20 employees, 3.09% have between 21 and 25 employees, and 7.90% have > 30 employees.

Most shoe businesses have between 10 and 15 employees. Based on raw material, vendors came from agents (27.15%), distributors (70.10%), and traders (2.75%). Based on the origin of raw materials, it can be seen that most shoe businesses acquire raw materials from the city/district.

Based on how marketing is conducted, it can be noticed that marketing is performed alone (60.82%). From the data, it can be seen that most shoe businesses conduct marketing directly/alone. Based on the marketing area, it can be seen that the marketing area within the city/district occupies 35.40%. Consequently, most shoe businesses have a marketing area between cities/districts.

Based on the average monthly turnover, 70.10% have a monthly turnover of < 1 billion. Consequently, most shoe businesses have a monthly turnover of < 10

billion. Based on the percentage of technology usage, 11.68% use technology at < 10%, 26.12% use technology at 10-50%, 59.79% use technology at 50-99%, and 2.41% use technology at 100%. From these data, it is apparent that most shoe businesses have a percentage of technology use between 50 % and 99%.

The correlation coefficient between the variable application of SCM and the application of TQM has a correlation value of 0.835 or 83.5%. The magnitude of the correlation value fits into the high category, indicating that the correlation between the two variables is substantial and unidirectional.

Table 3 Correlations

		Management System Implementation	Leadership Role
Application of SCM	Pearson Correlation	1	0.835**
	Sig. (2-tailed)		(0.000)
	N	291	291
Application of TQM	Pearson Correlation	0.835**	1
	Sig. (2-tailed)	(0.000)	
	N	291	291

**. Correlation is significant at the 0.01 level (2-tailed).

Source: The authors

Table 4 Descriptive Analysis

Variable	*Dimensions*	N	Average %
Application of supply chain management	*Planning*	291	74.78
	Goods	291	77.11
	Organizing	291	72.35
	Strategic Partnering	291	69.86
Application of Total Quality Management (TQM)	*Focus on customers*	291	75.88
	Obsession with quality	291	77.53
	Scientific approach	291	74.78
	Long term commitment	291	75.81
	Teamwork	291	75.60
	Continuous improvement	291	72.30
	Education and training	291	74.23
	Controlled freedom	291	75.88
	Unity of purpose	291	72.30
	Employee involvement and empowerment	291	74.23
Operational Performance	*Cost*	291	76.17
	Quality	291	74.94
	Fleksibilitas	291	74.14
	Time Delivery	291	76.91

Source: Data Processing Results, 2022

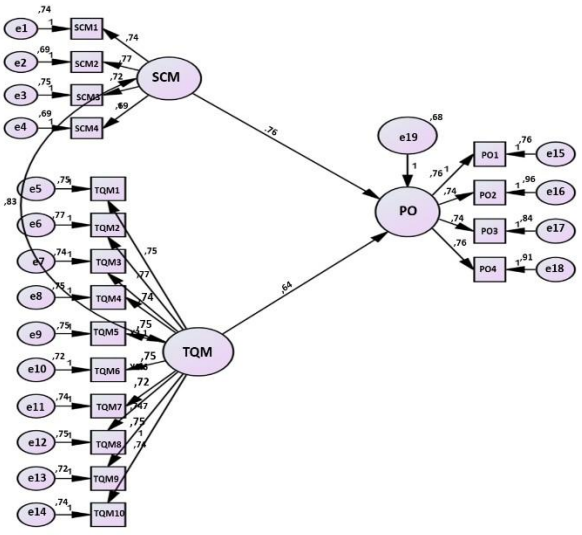

Figure 2. Structural model of the research results (Data processing results, AMOS, 2022)

Table 5 Mathematical Model

$Y = 0.762X_1 + 0.641X_2$		Error =1.466, $R^2 = 0.789$
(0.000)	(0.000)	(0.000)
9.092	8.084	3.633

Source: The authors

The index of the application of SCM in the shoe industry in West Java reflects the respondents' responses, and considering all dimensions, the highest dimension is goods with an index score of 77.11%, and the lowest score is in the strategic partnering dimension with an index score of 69.86%. The most crucial score in the goods dimension is that the company always produces to ensure product availability, with an index score of 77.66%.

Respondents' responses regarding the application of TQM in the shoe industry in West Java reflect the index of application of TQM, and after considering all dimensions, the results obtained that the highest dimension is obsession with quality, with an index score of 77.53%, and the lowest score is unity of purpose and continuous improvement, with an index score of 72.30%. With an index score of 77.53%, the company's effort in quality in the process is the most important score in the obsession with quality dimension.

The highest dimension is time delivery with an index score of 76.91%, and the lowest score is in the flexibility dimension with an index score of 74.14%, judging by respondents' replies about operational performance. The most significant score in the time delivery dimension is that the organization is capable of providing goods according to demand on an agreed-upon time, with an index score of 78.01%.

Based on the aforementioned equation, the coefficient provides a positive value, signifying that the coefficient of SCM (X1) with a coefficient of 0.762 has a positive effect on operational performance (Y). The path coefficient of TQM (X2) of 0.641 on operational performance (Y) suggests a favorable effect.

5. Discussion

Implementation of SCM has an enormous impact on operational performance in the shoe business, with a magnitude of influence of 76%. Considering the value of the coefficient of termination of the application of SCM to operational performance greater than 60 percent, then the study model matches the criteria of powerful forcing ability. Based on this, application of SCM is the dominant variable that influences the operational performance in the shoe industry in West Java, Republic of Indonesia.

The results of this study are in line with the theory presented by Heizer and Render (2004 in Widyarto, 2012), which stated that one of the activities of the implementation of SCM are purchasing functions related to suppliers and distributors that will impact

operational performance. Wibowo (2016, p. 67) pointed out that the application of the activity process determines the output. Meanwhile, Moeheriono (2012, p. 63) emphasized that the implementation of SCM to the maximum would generate profits or achieve the objectives and vision of the organization.

Based on these requirements, it proves that the application of SCM adds to operational performance. Consequently, the more favorable the application of SCM, the better operational performance. The effect of the implementation of SCM on operational performance is supported by Moeheriono (2012), Sedarmayanti (2017), Widyarto (2012), Wibowo (2016), Jakhar (2015), Suharto (2013), Sugiharto et al. (2016), and Rachbini (2017).

Application of TQM in the shoe industry in West Java has a magnitude of influence of 64%. If the coefficient value of the application of TQM to operational performance is greater than 60%, the research model meets the criteria of high forcing ability. This means that application of TQM is a very dominant variable in operational performance in the shoe industry in West Java, Republic of Indonesia. This indicates that the contribution of TQM implementation variables has a major impact on operational performance.

The contribution of the application of TQM to operational performance is in accordance with the results of the analysis of the application of TQM, which is in a good range where the dimensions form the dominant application of TQM through quality indicators. The results are supported by statistical tests that show that the effect is significant, which is based on the magnitude of the value of t-count (9,092) > t-table value (1,968).

The outcomes of this investigation conform to prior studies by Tjiptono and Diana (2014) that stated that the TQM method in running a business aimed at enhancing the competitiveness of an organization through the enhancement of products, services, human resources, operations, and the environment so that it would have an impact on operational performance.

TQM involves planning, decision-making, management, leadership, and using all existing resources to produce quality products or services (Wibowo, 2016). Craftsmen need to improve the application of TQM in their business, especially in terms of obsession with quality through employee development, which is still less applied (Labdhagati & Mahfudz, 2017).

Based on these standards, the application of TQM contributes to operational performance; consequently, the better the application of TQM, the better the operational performance.

The consequence of the adoption of TQM on operational performance is supported by numerous theories from Goetsch and Davis (2014), Tjiptono and Diana (2014), Fahmi (2011), Heizer and Render (2017), Wibowo (2016), Hani (2013), Modgil and Sharma (2016), Psomas and Jaca (2016), Baird et al. (2011), and Flynn et al. (2010).

6. Conclusion

The application of SCM and TQM and operational performance in the shoe industry in West Java reflects the index quite well. It can be seen from the fact that the application of SCM has the highest goods dimension and the lowest strategic partnering dimension.

The highest dimension in the application of TQM variable relies on the dimension of obsession; meanwhile, the lowest dimension is in the dimension of unity of purpose and continuous improvement. The highest dimension in the operational performance variable is time delivery, whereas the lowest dimension is flexibility.

Application of SCM has a very significant influence on operational performance in the shoes industry compared with the implementation of TQM. This study can be developed further by using more samples and focusing not solely on the shoe industry but on the whole footwear industry, which can have a greater impact on the industry competitiveness.

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