THE EFFECT OF SUPPLY CHAIN MANAGEMENT PRACTICES BASED ON ENTERPRISE RESOURCE PLANNING SYSTEMS ON RETAIL PERFORMANCE THROUGH COMPETITIVE ADVANTAGE

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Abstract: The rapid growth of retailers has resulted in increasingly fierce business competition in the market for the sale of goods and services offered to achieve excellence. One of the best service strategies for introducing various innovations in enterprise resource planning is to capture consumer interest in using these services. This study aims to examine and analyze the relationship between supply chain management practices based on enterprise resource planning (ERP) systems and business performance through competitive advantages of companies. Retail Bekasi area. This study was done. The questionnaire for each variable was distributed as a representative question of all dimensions with a sample of 200 respondents. For data analysis, we use SEM using AMOS software. In the end, the following search results were obtained: SCM practices have a positive and significant impact on competitive advantage, hypothesis 1 is accepted; (2) ERP system has a positive and significant impact on competitive advantage, hypothesis 2 is accepted; (3) SCM practices have a positive and significant impact on company performance, hypothesis 3 is accepted; (4) ERP system has a positive and significant impact on business performance, hypothesis 4 is accepted; (5) Competitive advantage has a positive and significant impact on business performance, hypothesis 5 is accepted.
Keywords: Supply Chain Management Practices, ERP System, Competitive Advantage, Company Performance

Abstrak: Pesatnya pertumbuhan bisnis ritel menyebabkan persaingan bisnis di pasar penjualan barang dan jasa semakin ketat untuk mencapai keunggulan. Salah satu strategi layanan terbaik untuk memperkenalkan berbagai inovasi perencanaan sumber daya perusahaan adalah dengan menarik konsumen untuk menggunakan layanan tersebut. Penelitian ini bertujuan untuk menguji dan menganalisis hubungan antara praktik manajemen rantai pasok berbasis sistem Enterprise Resource Planning (ERP) dengan kinerja bisnis melalui keunggulan kompetitif bisnis ritel di wilayah Bekasi. Penelitian ini dilakukan dengan menggunakan kuesioner untuk setiap variabel yang disebarkan sebagai pertanyaan yang mewakili dimensi dengan jumlah sampel sebanyak 200 responden. Untuk analisis data digunakan SEM dengan menggunakan

software AMOS. Pada akhirnya diperoleh hasil pencarian sebagai berikut: (1) Praktik SCM berpengaruh positif dan signifikan terhadap keunggulan bersaing, hipotesis 1 diterima; (2) Sistem ERP berpengaruh positif dan signifikan terhadap keunggulan bersaing, hipotesis 2 diterima; (3) Praktik SCM berpengaruh positif dan signifikan terhadap kinerja perusahaan, hipotesis 3 diterima; (4) Sistem ERP berpengaruh positif dan signifikan terhadap kinerja bisnis, hipotesis 4 diterima; (5) Keunggulan kompetitif berpengaruh positif dan signifikan terhadap kinerja perusahaan, hipotesis 5 diterima.

Kata Kunci: Praktik Manajemen Rantai Pasokan, Sistem ERP, Keunggulan Kompetitif, Kinerja Perusahaan

INTRODUCTION

Globalization has a huge impact on the development of the business world around the world. Human needs are increasing and diverse. Fulfillment of these needs makes business opportunities and open markets wider, but on the other hand, competition becomes tighter and more difficult to predict. To meet these criteria and sustainably compete with other businesses operating in the same industry, each company must develop a competitive advantage for its operations (Sunarsih, 2016). The process of meeting customer needs or satisfaction does not only require quality products or services but also requires a service system that supports the customer so that there will be satisfaction in the minds of customers which must have a positive impact on the business (Horax et al., 2017).

As we can see, the high consumption patterns of the Indonesian people require providers to continue to provide goods to satisfy their needs, be it clothing, food, or shelter products. Many consumers make purchases of a product at a particular retailer or store, but the product is empty or there are no goods. There are also when consumers make a purchase, the goods are in a condition fit for consumption, i.e., the goods are in a state of disrepair.

For items to be produced in the right amounts and with the proper methods, a more effective mix of suppliers, manufacturers, distributors, retailers, and customers is required to reduce the system's overall cost at the proper time and location (Dwita & Sadana, 2021; Rachbini, 2016). Supply chain management is a philosophy oriented towards the integration of purchasing, production, and delivery of materials and products to consumers. In terms of information, product, and financial flows, SCM is about cooperation and integration among the parties involved in the supply chain (Arzhanianta, 2021).

Supply chain management is very easy to implement when companies can implement information technology that is integrated both internally and externally. Organizations that have fully integrated ERP systems into their corporate supply chain are very likely to develop integration between departments, both internally and externally. This integration is automatically connected to the supply chain and consumers. The goal is to reduce production costs through regular raw material availability reports and provide an overview of the internal conditions of the company so that the company can develop better raw material sourcing strategies. Partnering companies and manufacturers can deliver raw materials or goods on time and report the availability of goods, making it easier for departments to plan, purchase, and estimate raw material needs.

The supply chain management carried out by the company includes the selection and evaluation of suppliers, submission to suppliers in the management of their warehouses, ecological planning, packaging, return logistics within the company, and the establishment of active partnerships with suppliers. Indonesia currently produces worldwide secondary pollution, so the government is currently looking for companies that produce environmentally friendly products. This situation causes some companies to struggle to implement supply chain management systems using long-established ERP systems. Companies are increasing internal and external integration to maintain operational efficiency.

ERP-based supply chain management is considered an important factor in determining business performance. The ability of an organization to improve various stakeholder objectives,

such as company performance by promoting good business relationships is critical to company performance. This ability is given in the role of a performance-oriented company. For effective value creation in doing business, stakeholders are required to invest their talents, knowledge, and resources to improve business efficiency and meet consumer needs.

Supply chain management has a significant impact on competitive advantage, with the factors influencing supply chain management being strategic partnerships with suppliers (long-term supplier relationships), relationships with suppliers, and relationship with customers (Makalew et al., 2019). As for the research conducted by Huda and Hartati (2022), the findings indicate a connection between supply chain management (SCM) and a company's ability to compete and perform well. Additionally, ERP-based supply chain management techniques significantly impact company success (Qadri & Dino, 2022). Judging from the research that is relevant to the current phenomenon, to ascertain the effect of supply chain management on firm performance through the competitive advantage of retail enterprises in the Bekasi region, the authors will carry out a similar study.

METHODOLOGY RESEARCH

The research method used is the survey method. This method is taken according to the approach of descriptive and explanatory types of research and the method used is more complete than a descriptive survey. The model used in this study is the cause-and-effect model, also known as path analysis. To test the hypotheses proposed in this study, the suitable model analysis technique used is SEM (Structural Equation Modelling) exploited by the AMOS program, in which this program is used to develop models and test hypotheses. There are two main categories of data analysis techniques: Firstly, confirmatory factor analysis in structural equation modeling (SEM) is employed to confirm the primary factors within a set of variables. Secondly, weighted regression in SEM is utilized to examine the collective impact of research variables.

The population is a realm containing individuals or things possessing specific qualities and traits identified by researchers to study and subsequently derive conclusions (Sekaran & Bougie, 2016). The population in this study is infinite, this is because the collection of objects or individuals who are the object of research is not known by its boundaries or measurements cannot be made regarding the total number of individuals contained in the area it occupies (Kozak et al., 2008). The population in this study are employees who work for retail companies.

The probability sampling technique was utilized in conducting the sampling for this study. Probability sampling is a sampling method that uses several forms of random selection. To be able to get a random selection method, a researcher must prepare several processes or procedures to be able to ensure that different units are in the population and have the same possibility of being selected. In this study, the sampling technique used is probabilistic sampling with purposeful sampling (Rai & Thapa, 2019).

The sampling model used in this study is purposeful sampling. Based on Sekaran and Bougie (2016), purposive sampling is that researchers obtain information from those who are most ready and meet several criteria needed to provide information. The reason for using purported sampling is that it is expected that the sample taken meets the eligibility criteria for the study to be performed.

The limitation of this purposive sampling method is employees who are still actively working at the retailer company. Data collection was carried out through an electronic survey with the number of samples used totaling 200 respondents (Rai & Thapa, 2019). Based on Thiele et al. (2016), the minimum sample size should be at least five times the number of questions to be analyzed and a larger sample size will be accepted if there is a ratio of 10:1. The sample used in this study includes employees working for a retail company, up to 200 respondents.

In this research. data collection technique used a questionnaire with a Likert scale of 6 (six) points (Strongly Disagree, Disagree, Slightly Disagree, Agree, Agree, Strongly Agree).

The questionnaire used in this study is a modification of the expert questionnaire in which the ERP system (Kurniawan & Mudiantono, 2019; Pabedinskaitė, 2010), Practice SCM (Li et al., 2006), Competitive Advantage (Bharadwaj et al., 2015; Jie et al., 2007), dan Company Performance (Jahanshahi et al., 2012; Zainol & Ayadurai, 2011).

RESULT AND DISCUSSION

Result

In this study. total of 210 questionnaires were distributed out of the total sample size determined. However, only 95.3%, or 200 questionnaires were returned, while the remaining 4.7%, or 10 questionnaires, were not received by the researcher. Table 1 shows the demographic characteristics of the respondents used.

Table 1
Respondent and Company Background Profile

Demographic profile of respondents	Frequency	Percentage
At least five years of experience in the supply chain field	158	79
The company has experience managing ERP for at least 5 years	124	62
Gender		
Male	127	63,5
Female	73	36,5
Education Level		
Diploma	72	36
Degree	95	47.5
Others	33	16.5
Department Responden		
Director	16	8
Manager	29	14.5
Supervisor	35	17.5
Coordinator	46	23
Staff	62	31
Others	12	6

Source: Researcher (2023)

For this survey, data was collected from 200 people selected from six companies and six selected companies in similar areas. The demographic characteristics of respondents can be seen in Table 1. This table shows that 63.5% of them are male and 36.5% of them are female. Furthermore, regarding education level, 36% of respondents have at least a diploma. The individuals possess a minimum of 5 years of professional expertise in the realm of supply chain management, accounting for 79% of the respondents. While the company has at least 5 years of ERP management experience, the rate goes up to 62%.

Validity

Validity testing is used to measure whether an item in question is valid. To determine validity, the number can be assessed by comparing it with the table r. In this research, the validity of the measures was examined through the application of degrees of freedom (df), computed by df = n-k, where n represents the sample size and k stands for the number of independent variables. Therefore, the df used was 200-2 = 198 at the significance level of 0.05, resulting in a panel r value (two-tailed test) of 0.675. The evaluation criteria of the validity test number r > array then the questionnaire is considered valid. However, if r computes < table then the questionnaire is considered invalid.

Table 2
Validity Test Results

Variable	Indicator	Item	Validity Value	Description
System ERP	System Quality	1. The company is very enthusiastic about involving the workforce in building system quality	0.715	**Valid**
		2. The company does not have good cooperation with suppliers	0.732	**Valid**
		3. The company has strict control over the implementation of the ERP system	0.774	**Valid**
	Information Quality	4. The company has good communication between departments throughout the company	0.714	**Valid**
		5. The company has well-organized data transfer	0.842	**Valid**
	System of Use	6. There is a balance between the company's business and the use of technology	0.726	**Valid**
		7. Lack of ability of the workforce involved in the operation of the ERP system	0.815	**Valid**
Practice SCM	Strategic Supplier Partnership	1. Our company offers always prioritize quality as the main criteria in selecting suppliers	0.911	**Valid**
		2. Our company always includes suppliers in making a strategic plan	0.736	**Valid**
	Customer Relationship	3. Our company constantly interacts with customers to set standards (delivery standards, customer response standards)	0.845	**Valid**
		4. Our company continuously measures and evaluates customer satisfaction. Our company continuously resolves issues with suppliers	0.754	**Valid**
		5. Our company always facilitates customers who need help/complain	0.763	**Valid**
	Information Sharing	6. Business partners keep us informed of issues that may affect our business	0.766	**Valid**
		7. Our company constantly exchanges information with business partners in making business plans	0.825	**Valid**
Competitive Advantage	Product Price	1. Our company always offers competitive prices compared to competitors	0.894	**Valid**
		2. Our company always offers prices that are equally low or even lower than those of competitors	0.893	**Valid**
	Product Quality	3. Our company always offers high quality products compared to competitors	0.716	**Valid**
	Product Innovation	4. Our company always provides products according to customer wants and needs compared to competitors	0.803	**Valid**
		5. Our company constantly innovates products in line with changing customer need compared to competitors	0.782	**Valid**
	Delivery Dependability	6. Our company always delivers goods to consumers on time compared to competitors	0.793	**Valid**
		7. Our company always delivers goods to customers in accordance with the quantity and order compared to competitors	0.834	**Valid**

	Time to Market	8.	Our company is a pioneer in introducing products to customers compared to competitors	0.831	**Valid**
		9.	Our company moves quickly in developing new products compared to competitors	0.826	**Valid**
Performance Retailer	Financial Performance	1.	Our company was able to achieve the targeted return on sales	0.794	**Valid**
		2.	Our company is able to achieve the targeted profit	0.793	**Valid**
		3.	Our company was able to achieve the targeted production cost or even lower	0.746	**Valid**
	Operational Performance	4.	Our company is able to achieve its targeted market share	0.825	**Valid**
		5.	Our company is able to cover the entire scope of the targeted market share using minimum resources	0.794	**Valid**

Source: Researcher (2023)

Based on Table 2, it is shown that all indicators used in this study have a higher correlation coefficient than Table r for the values of n-200 respondents whose df value is 349, or 0.675. Thus, this suggests that all the indices used as measures for each variable construct are valid.

Reliability

The Cronbach's Alpha method was used to conduct reliability testing on a sample size of 200 respondents. If the alpha value is greater than 0.60, the search engine is considered trustworthy. The results of the reliability tests are listed in the following table.

Table 3
Reliability Test Results

Variables	Cronbach's Alpha	Description
ERP System	0,901	Reliable
SCM Practice	0,827	Reliable
Competitive Advantage	0,726	Reliable
Company Performance	0,883	Reliable

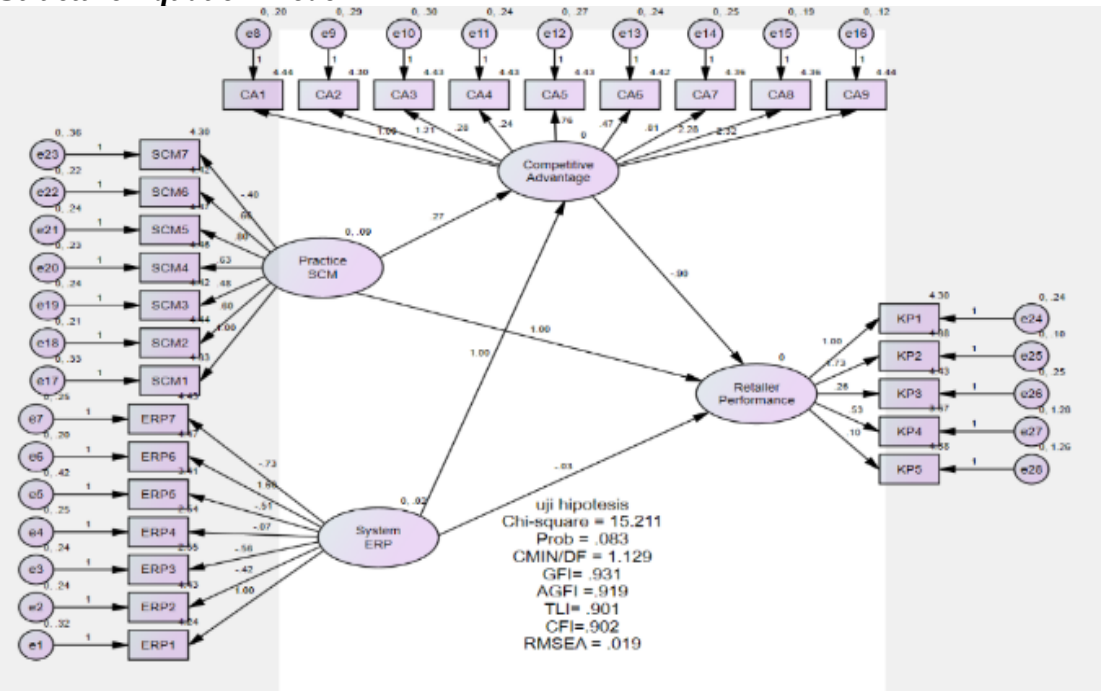
Source: Researcher (2023)

Based on Table 3, it can be seen that Cronbach's alpha coefficient of all tools is greater than 0.6. This shows that measurement can yield consistent results when measuring the same object again.

Discussion

SEM is a collection of numerical models that show relationships between many variables. The goal of using SEM is to confirm how well the data can support the theoretical model, and if the data supports the theoretical model, then another stepwise model can be predicted, if not the researcher should revise and test the model. The main reason to use SEM is its ability to test for direct and indirect associations between the variables studied using a single model (Meydan et al., 2011). The following is a research model that has been tested using SEM-Amos as follows.

Figure 1
Structure Equation Model



Source: Researcher (2023)

Here, the researcher used SEM as an analytical tool because of its unique ability to measure associations between structures with multiple item dimensions (Thiele et al., 2016). Furthermore, it allows the management of advanced and rigorous numerical processes to manage difficult models (Schönrock-Adema et al., 2009). In this study, to evaluate the measurement model, maximum likelihood was used, and the summary results for the goodness-of-fit (GFI) test of the predictive model are presented in Table 4.

Table 4 illustrates that the GFI of the SEM model produces a satisfactory fit in the four measured indices. Model fit was measured by chi-squared, root mean square error of the approximation, Tucker-Lewis's index/non-standard fit, and comparative fit. The normal result of chi-squared adjustment (X2/df) gives a value of 8,521, which is within the satisfactory range (Bollen & Long, 1992). The probability value 0.083 is larger than the threshold value > 0.05, so the model is declared as fit. Similarly, the CMIN/DF value of 1129 is below the threshold value < 2 > 0.90, so the model is said to be fit, which illustrates the acceptability of the fit model (Bentler, 1990).

The AGFI value of 0.919 is larger than the threshold value > 0.90, so the model is declared as a good fit. The TLI value of 0.901 is below the threshold value > 0.90, so the model is said to be a close fit. In addition, a value of 0.019 of the Root Mean Squared Approximate Error (RMSEA) indicates the goodness of fit of the model, since the estimated value of RMSEA ranges from 0 to 1, where the value is smaller. represents a better and acceptable fit of the model (Brown, 2015). Finally, the comparative fit index (CFI) value of 0.902 for the model indicates a good model fit.

Table 4
Modified Goodness of Fit Test Results

Goodness of Fit Index	Cut-off Value	Default Model	Evaluation Model
Chi-Square	The smaller, the better	8,521	
Probability	≥ 0,05	0,083	*Good Fit*
CMIN/DF	≤ 2,00	1,129	*Good Fit*
GFI	≥ 0,90	0,931	*Good Fit*
AGFI	≥ 0,90	0,919	*Good Fit*
TLI	≥ 0,90	0,901	*Close to Fit*
CFI	≥ 0,90	0,902	*Close to Fit*
RMSEA	≤ 0,08	0,019	*Good Fit*

Source: Researcher (2023)

Hypothesis testing was performed by looking at the C.R. (critical rate) value found in the Amos 22.0 output table relative to the regression weights shown in the following table 5.

Table 5
Parameter Estimation of Regression Weight Modification

			Estimate	S.E.	C.R.	P	Ket
Competitive_ Advantage	<---	Practice SCM	.265	.082	3.233	.001	Accepted
Competitive Advantage	<---	System_ERP	1.601	.404	3.962	***	Accepted
Retailer_ Performance	<---	Competitive_ Advantage	1.213	.358	3.393	***	Accepted
Retailer Performance	<---	Practice_SCM	2.276	.495	4.601	***	Accepted
Retailer_ Performance	<---	System_ERP	2.325	.493	4.712	***	Accepted

Source: Researcher (2023)

Table 5 is the main source of reference when testing the hypotheses in this study. The test condition is to reject the null hypothesis (HO) if the critical value (CR) is 1.967 or if the *p*-value is equal to or less than 0.05. The findings obtained from examining all the hypotheses in this research are presented below:

Hypothesis 1, where SCM practices have a positive and significant effect on competitive advantage, several criteria are used to measure a company's competitive advantage. Competitive advantage can be built through product differentiation, cost control, and rapid response (Heizer et al., 2020). SCM as an operational management support tool promotes better and faster feedback tools between suppliers, manufacturers, and distributors. In addition, SCM provides more efficient and effective cost control to ensure a company's competitive advantage through cost control. So H_1 is accepted.

Hypothesis 2, ERP systems provide a favorable and notable influence on gaining a competitive edge, as they supersede intricate and occasionally manual connections between different systems by introducing standardized and diversified automation of transactions. The amount of time it takes for an order to be processed and delivered can be decreased, leading to improvements in productivity, customer satisfaction, and speed of delivery (Heizer et al., 2020). So, H_2 is accepted.

Hypothesis 3 suggests that the implementation of supply chain management practices has a beneficial and noteworthy effect on the performance of a business. The majority of organizations utilize performance metrics or measurement indicators to assess and analyze their performance and progress across various timeframes. At times, these measures are employed to establish initial targets for performance or anticipated results, such as the number of orders completed and shipped each day. Successful implementation of supply chain practices enhances the performance of the analyzed operations (Langley et al., 2009). So, H_3 is accepted.

Hypothesis 4, the performance of businesses is greatly improved by the implementation of ERP systems. According to initial studies, it has been confirmed that the implementation of ERP systems leads to a favorable effect on business performance (Wieder et al., 2006). The research investigates how the implementation of ERP systems affects business performance by analyzing and comparing companies that have adopted ERP systems and those that have not. They claim that the return on investment and revenue of ERP system users has improved significantly. So, H_4 is accepted.

Hypothesis 5, having a competitive advantage contributes positively and significantly to the performance of a business: when a business generates profits above the industry average, it is said to have a competitive advantage over its competitors. painting. Most business strategies aim to attain a lasting competitive edge. A company possesses a competitive advantage when it can provide similar benefits as its rivals at a reduced cost (known as cost advantage) or offer superior benefits compared to its competitors. The advantage in differentiating the product. Thus, a competitive advantage allows the company to increase operational efficiency and create higher value for customers as well as higher profits for the company itself (Stonehouse & Snowdon, 2007). So, H_5 is accepted.

CONCLUSION

The results of this study fully support all the hypotheses. The purpose of this research is to assist organizations in enhancing and enlarging the functioning of SCM and ERP systems using innovation, investment, and the advancement of these systems. Competitive advantage and business performance are enhanced by the positive influence of ERP systems and SCM practices on efficiency and effectiveness. One of the competitive advantages is that allows companies to get better performance. Today, business competition has moved from conventional organizations to supply chains (Ince et al., 2013).

Organizations use SCM methods and ERP systems to minimize process errors and reduce production costs to gain a competitive advantage by controlling costs and improving business efficiency. It should be noted that SCM and ERP systems can be influenced by contextual factors such as business-to-business information, quality system, number of transactions, industry type, supplier partnership, etc. For further research that may be done by other researchers, other factors not yet explored in this study should be taken into account.

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