# THE INFLUENCE OF SUPPLY CHAIN MANAGEMENT (SCM) AND INNOVATION STRATEGY ON COMPANY PERFORMANCE

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| INFO ARTIKEL | ABSTRAK/*ABSTRACT* |
|---|---|
| | *In this study using a quantitative approach using primary data. The purpose of this study is to test and determine the influence of Supply Chain Management and Company Innovation Strategy on Company Performance. Data was taken through questionnaires distributed to respondents of the H.I Family Branch, the sample used a saturated sample of 30 respondents. The data analysis method used is multiple linear regression analysis which has previously met the requirements of the classical assumption test and has also been tested hypothesically using t and f tests and R2 tests. Data processing is carried out using the SPSS application. In Test t Supply Chain Management (SCM) (X1) has a positive effect on Company Performance (Y) significantly and T test obtained Innovation Strategy ($X_2$) has a significant positive effect on Company Performance (Y).* |

## INTRODUCTION

At present, it is undeniable that in creating effective and efficient operational value, companies make efforts that need to be controlled and regulated so that this can be achieved. According to (Regina and Hasnawati 2022) explained that sales profit growth is a determinant of company performance, so it can be concluded that company performance refers to the level of company effectiveness in achieving orientation goals. Company performance is an expression of the complete state of the company within a certain period of time, the results or achievements of which are affected by the company's operating activities in the use of the resources used by the company.(Syahreva and Alhazami 2022). There are several things that affect the company's performance to be optimal one of which is the supply chain of available raw materials (*supply chain management*) and development innovation strategies.

The phenomenon that is often experienced by a business is that the materials used in its operational activities buy materials from outside because they do not have a unit or warehouse of raw materials to provide raw materials. This routine if carried out in a large capacity will incur greater costs than taking or managing raw materials produced by themselves in fulfilling their business. Therefore, a business must think about how efforts must be made to create maximum profits and efficient costs, one of the paths taken is to make raw materials or warehouse places that can accommodate raw materials needed for daily operations.

The better the supply chain of a company, the better the performance of the company. Supply chain management is very important to keep a company's supply chain under control and well controlled.(Fandion 2022). The benefits of supply chain management in distribution for companies and also for the journey of

staples both for companies and for consumers, customer satisfaction, increased revenue, decreased costs, higher asset utilization, increased profits, and bigger company.(Fakri Mursala, Grace Amalia Tondang 2022)

H.I Family Grub itself is a business that is formed and empowered by Mr. Haryono and Mrs. Isti Dhenu Perwati who are engaged in the trading industry. This business has been pioneered since 2007 cross, in which there are several business units, one of which is in the *bakery and cake* and culinary fields. Routine in this business requires large raw materials in meeting the material needs in each unit. Reflecting on this, in improving the company's performance to generate efficient costs and efforts to generate high profits, it was sparked to form a warehousing storage area to store materials to be used in its operations. There are several warehouses he built including the main warehouse, premix warehouse, repacking warehouse and egg warehouse.

In addition to the implementation of supply chain management that the company does well, it is no less important that the company must carry out an innovation strategy either at competitive prices offered to consumers or other branches, or the form of products they want to sell. Indirectly, this innovation strategy affects the company's performance if it wants to survive or be able to run its business is growing, because competition around the environment is increasingly competitive and finally the company must make innovation efforts in developing its products. In research Hardiana, C. D., & Setiawan, N. (2021) an innovation strategy is a multidimensional concept consisting of four indicators, namely as follows leadership orientation, process innovation, product innovation and innovation implementation.

Companies carry out innovation strategies to be able to develop more in providing raw materials, such as striving in

each business line or branch using premix ingredients or recipes. This helps business units be simple in managing their materials and more practical, besides that it can save space to accommodate materials in each branch more minimalistly does not require a large place. On the cost side, the costs incurred by branch units are more efficient than making their own in each branch.

## THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

Research Model
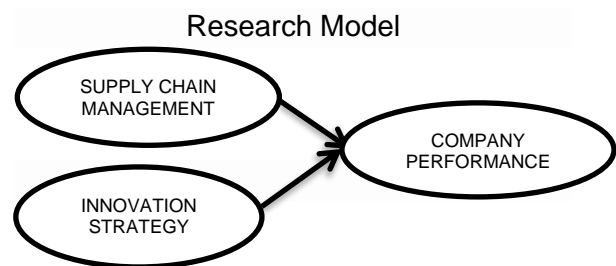


The hypothesis is as follows: $Ho_1$: Supply Chain Management (SCM) ($X_1$) has a significant effect on Company Performance, $Ha_1$: Supply Chain Management (SCM) ($X_1$) does not significantly affect Company Performance. $Ho_2$: Innovation Strategy ($X_2$) has a significant effect on Company Performance. $Ha_2$: Innovation Strategy ($X_2$) has no significant effect on Company Performance.

## RESEARCH METHODOLOGY

In this study, the number of samples using a saturated sample was 30 respondents, this research method used primary data by dividing questionnaires and analyzed with validity, reliability, normality, multicollinearity, heterokesdasity, t tests and multiple linear regression.

This Saturated Sample amounted to 30 respondents consisting of Central Factory Mini Warehouse, Mini Tower Warehouse, Chiffon Mini Warehouse, Bosse Bollu Mini Warehouse, Zeland Store Mini Warehouse, Zeland 1 Mini

Production Warehouse, Zeland 2 Mini Production Warehouse, Kedungwuni Mini Warehouse, Ahsan Mini Warehouse, Paninggaran Mini Warehouse, Kalibening Mini Warehouse, Weleri Mini Warehouse, Kaliwungu Mini Warehouse, Sukorejo Mini Warehouse, Sukorejo Station Mini Warehouse, Boja Mini Warehouse, Petarukan Mini Warehouse, Randudongkal Mini Warehouse, Lebaksiu Mini Warehouse, Slawi Mini Warehouse, Banyumas Mini Warehouse, Gombong Mini Warehouse, Chiffon Qu Jogja Mini Warehouse, Wonosari Jogja Mini Bread Warehouse, 1819 Jogja Mini Bread Warehouse, +62 Solo Mini Bread Warehouse, Ubud Bayo Mini Warehouse, Mas Tri Production Mini Warehouse, Om Nur Mini Production Warehouse and SKG Batang Chicken Culinary Warehouse.

Validity Testing serves to measure the validity and validity of the question instrument or statement in the questionnaire. Reliability in this study is useful for measuring how reliable the question instrument in the questionnaire itself is. The Normality Test measures regression models that aim for data to have a normal or near-normal distribution using the Kolmogorov-Smirnov (K-S) model. The Multicholinerity Test in this study used a Tolerance value of > 0.10 and a Variance Inflating Factor (VIF) value of < 10. Then test heterokesdacity using the glacier method.

In the t test used to test each independent variable has an influence or not on the dependent variable by using the calculation t table whose calculated magnitude must be smaller than t calculated, then the results obtained will also affect with a significance value above 0.0. The last in this study uses multiple linear regression tests, because the model in this study uses regression research where the independent variable tested affects more than one dependent variable.

a. Supply Chain Management (SCM)

According to Chase, Aquilano, and Jacob, the definition of SCM is a system to be able to apply a total approach in managing the entire flow of information, materials, and services from raw materials through factories and warehouses to the final consumer. Supply chain management according to William J. Stevenson. Sum chee chuong is a strategic planning of the roles of each organization involved along supply chain activities with the aim of integrating supply chain management and demand. Creating an effective supply chain management system will benefit companies among these benefits, namely, more efficient inventory and cost, increased productivity, faster processing and delivery, greater profits, and increased customer loyalty. The goal of supply chain management is to coordinate activities in the supply chain to maximize the competitive advantage and benefits of the supply chain for the end consumer. (Indriyaningrum and Kasmari 2020).

Meanwhile, according to (Negri et al. 2021) Supply Chain Management is the process of planning, implementing, and managing a company's value creation process along the supply chain by integrating economic, environmental, and social dimensions into decision making with the goal of improving long-term performance and reducing risk. Supply Chain Management has a significant positive impact on competitive advantage. In other words, the higher the level of supply chain management implementation in a company, the better the company compared to other companies. Manufacturing companies will always maintain good relationships with raw material suppliers to get cheaper prices, and supply is always stable.(Alam and Tui 2022).

From this definition, a supply chain consists of companies that transport raw materials from the earth or nature, companies that transform raw materials into semi-finished materials or components, suppliers of product supporting materials, assembly companies, distributors, and retailers who sell these goods to end consumers.

There are several studies related to supply chain management including research conducted by (Maria et al. 2023) which shows that there is a positive influence of suppy chain management on concrete production. Just like the research conducted by (Yulita 2019) Green Supply Chain Management has a positive influence on Business Performance.

From some of these studies, it can be stated that *supply chain management* variables have a positive influence on company performance in the industrial or food sector.

**H₁ : There is a positive and significant influence on *supply chain management* variables on company performance**

b. Innovation Strategy

In KBBI (Big Dictionary Indonesian), innovation is defined as a new invention that is different from existing inventions. Supriyanto &; Rahmasari, (2020) argue that innovation is a breakthrough related to the concept and application of new ideas, products or processes such as the use of technology, interaction with consumers, and the development of new services.

In research Hardiana, C. D., & Setiawan, N. (2021) innovation strategy is intended as a way to make changes or new updates in order to achieve the company's organizational goals. There are several indicators of innovation strategies, namely innovative products and processes, allocation of scarce resources by prioritizing projects that improve the company's competence and skills, innovation efforts in accordance with demand, competent success with a focus on innovation and forming competitive competition with product differentiation and value creation for consumers.

From some of these definitions, it can be concluded that innovation is an effort or action in producing new discoveries made to create updates that have not existed before.

There are several studies related to innovation strategies, including research conducted Hardiana, C. D., & Setiawan, N. (2021) producing innovation strategies has a positive and significant influence on Operational Performance in manufacturing companies in the Cikarang Delta Silicon Industrial Estate. (Fadhiela ND and Safrika 2023) Also conducting similar research that results in innovation has a positive influence on the company's business performance.

Another study was also conducted by Chusna Sabela (Anon 2019) In his thesis, he found that there was a significant positive influence of innovation variables on company performance. But the difference found in research conducted by (Rahmasari 2020) who found the results of innovation had a positive and insignificant effect on company performance.

From the research above, it shows that innovation strategy variables have a positive and significant influence on company performance even though there is one that produces insignificant research.

**H₂ : There is a positive and significant influence on innovation strategy variables on company performance**

c. Company Performance

Performance is a description of the level of achievement of task implementation in an organization, in an effort to realize the goals, objectives, mission, and vision of the organization. Company performance is a supply chain, because the right company performance can be built through the desired supply chain management to obtain the wishes of employers and increase productivity correctly and efficiently. (Fuady, 2019).

According to Rahadi the company's operational performance is something that the company produces within a certain period by referring to predetermined standards in the company's operational activities.(Aulia, Supaya, and Nurkhayati 2020). Company performance is a display

of the overall state of the company over a certain period of time, is a result or achievement that is influenced by the company's operational activities. The company's goals are non-financial such as production efficiency, sales effectiveness and product quality.

Some experts reveal that the most frequently used measures of company performance in empirical research are financial *performance,* operational performance *and* market-based performance).(Suharto 2018)

## RESULTS AND DISCUSSION

In this study, the validity test was used to measure the validity of a questionnaire. To test valid data, researchers used the product moment correlation technique in which a sample of 30 respondents obtained a significance level of 5%, which is 0.361. And obtained the Validity Test concludes as follows:

**Table 1**

| Variabel | R count | R table | Notes |
|---|---|---|---|
| *Supply Chain Management* (SCM) ($X_1$) | | | |
| X1.1 | 0,491 | 0,361 | Valid |
| X1.2 | 0,720 | 0,361 | Valid |
| X1.3 | 0,627 | 0,361 | Valid |
| X1.4 | 0,421 | 0,361 | Valid |
| X1.5 | 0,446 | 0,361 | Valid |
| Innovation Strategy ($X_2$) | | | |
| X2.1 | 0,448 | 0,361 | Valid |
| X2.2 | 0,656 | 0,361 | Valid |
| X2.3 | 0,412 | 0,361 | Valid |
| X2.4 | 0,518 | 0,361 | Valid |
| X2.5 | 0,633 | 0,361 | Valid |
| Company Performance (Y) | | | |
| Y1 | 0,642 | 0,361 | Valid |
| Y2 | 0,721 | 0,361 | Valid |
| Y3 | 0,392 | 0,361 | Valid |
| Y4 | 0,370 | 0,361 | Valid |
| Y5 | 0,447 | 0,361 | Valid |

Reliably, a construct or variable is said to be reliable if it gives a Cronbach Alpha value of > 0.60. Here's the data :

**Table 2**

| Variabel | Cronbach Alpha | | Notes |
|---|---|---|---|
| *Supply Chain Management* (SCM) ($X_1$) | 0,636 | > 0,60 | Reliabel |
| Innovation Strategy ($X_2$) | 0,677 | > 0,60 | Reliabel |
| Company Performance (Y) | 0,664 | > 0,60 | Reliabel |

In the test Normality obtained :

**Table 3**

| One-Sample Kolmogorov-Smirnov Test | | |
|---|---|---|
| | | Unstandardized Residual |
| N | | 30 |
| Normal Parameters[a,b] | Mean | 0E-7 |
| | Std. Deviation | ,97580781 |
| Most Extreme Differences | Absolute | ,093 |
| | Positive | ,093 |
| | Negative | -,059 |
| Kolmogorov-Smirnov Z | | ,589 |
| Asymp. Sig. (2-tailed) | | ,878 |
| a. Test distribution is Normal. | | |
| b. Calculated from data. | | |

The normality test above obtained normality data on the significance of the K-S test results, which is 0.589, it can be concluded that the K-S test values of 0.589 > 0.05, meaning that the data is normally distributed. In the 2016 management research method book written by Prof. Dr. Sugiyono, the Normality Test is a test to see if the residuals obtained have a normal distribution. This statistical test uses the Kolmogorov-Smirnov test. If the significant value > 0.05, then it can be said to be a normally distributed residual, and vice versa.

Multicollinearity is obtained :

**Table 4**

| Coefficientsª | | | | | | | |
|---|---|---|---|---|---|---|---|
| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | Collinearity Statistics | |
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | 3,380 | 2,637 | | 1,282 | ,211 | | |
| X1 | ,409 | ,156 | ,413 | 2,619 | ,014 | ,595 | 1,680 |
| X2 | ,427 | ,152 | ,443 | 2,804 | ,009 | ,595 | 1,680 |
| a. Dependent Variable: Y | | | | | | | |

The Tolerence value of *the Supply Chain Management* (SCM) Variable (X1) 0.595 and the Innovation Strategy (X2) 0.595, it can be concluded that the tolerence value > 0.10, means there is no multicollinearity. While the VIF *of the Supply Chain Management* (SCM) Variable (X1) 1.680 and Innovation Strategy (X2) 1.680 can be concluded that the value of VIF < 10 means there is no multicollinearity.

From the Heteroscedasticity Test obtained :

**Table 5**

| Coefficientsª | | | | | | | |
|---|---|---|---|---|---|---|---|
| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | Collinearity Statistics | |
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | 2,716 | 1,521 | | 1,786 | ,085 | | |
| X1 | -,179 | ,090 | -,461 | -1,985 | ,057 | ,595 | 1,680 |
| X2 | ,077 | ,088 | ,204 | ,878 | ,388 | ,595 | 1,680 |
| a. Dependent Variable: RES_3 | | | | | | | |

The results of the data above, namely *Supply Chain Management* (SCM) (X1) 0.057 > 0.05, and Innovation Strategy (X2) 0.388 > 0.05 can be concluded that they do not contain heteroscedasticity.

In this study, the t test was obtained :

**Table 6**

| Coefficientsª | | | | | |
|---|---|---|---|---|---|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | B | Std. Error | Beta | | |
| 1 (Constant) | 3,380 | 2,637 | | 1,282 | ,211 |
| X1 | ,409 | ,156 | ,413 | 2,619 | ,014 |
| X2 | ,427 | ,152 | ,443 | 2,804 | ,009 |
| a. Dependent Variable: Y | | | | | |

The calculated value *of Supply Chain Management* (SCM) (X1) 2.619 > table 2.052, and the significance value of 0.014 < 0.05 means that Ho is rejected and Ha is accepted, which means that the *variable Supply Chain Management* (SCM) (X1) has a positive effect on the variable Company Performance (Y) significantly. The calculated value of Innovation Strategy (X2) 2.804 > table 2.052, and the significance value of 0.009 < 0.05 means that Ho is rejected and Ha is accepted, which means that the Innovation Strategy variable (X2) has a positive effect on the Company Performance variable (Y) significantly.

From the output results of Multiple Linear Regression using SPSS 20 calculations as follows:

**Table 7**

| Coefficientsª | | | | | |
|---|---|---|---|---|---|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | B | Std. Error | Beta | | |
| 1 (Constant) | 3,380 | 2,637 | | 1,282 | ,211 |
| X1 | ,409 | ,156 | ,413 | 2,619 | ,014 |
| X2 | ,427 | ,152 | ,443 | 2,804 | ,009 |
| a. Dependent Variable: Y | | | | | |

The value of the constant coefficient of 3.380 means that *Supply Chain*

*Management* (SCM) (X1) and Innovation Strategy (X2) then in the Company's Performance will be valued at 3.380, the β Value (Beta) on the Supply *Chain Management (SCM) regression coefficient* of 0.409 which means the direction of influence of the regression coefficient value on the *Supply Chain Management* variable (SCM) with a positive sign of 0.409, the β (Beta) value in the regression coefficient of the Innovation Strategy of 0.427 which means that the direction of influence of the value of the regression coefficient on the Innovation Strategy variable with a positive sign is 0.427.

a) The Effect of *Supply Chain Management* (SCM) (X1) on Company Performance (Y)

From the t test, the calculated value *of Supply Chain Management* (SCM) (X1) is 2.619 > table is 2.052, and the significance value of 0.014 < 0.05 means that Ho is rejected and Ha is accepted, which means that the *variable Supply Chain Management* (SCM) (X1) has a positive effect on the variable Company Performance (Y) significantly.

The *Supply Chain Management* (SCM) variable (X1) has a significant positive effect on the Company Performance variable (Y). This means that *Supply Chain Management* (SCM) has an inventory of materials that can meet the needs of each branch well which can affect the Company's Performance even though its influence is significant in the effort to inventory raw materials that are already in stock in carrying out its operations, so that it can be cost efficient.

The company's efforts in creating maximum profit, one of which is in the inventory of raw materials used can be fulfilled daily or continuously. And the existing supply of raw materials affects the performance of the enterprise itself.

This is in line with several studies related to supply chain management including research conducted by (Maria et al. 2023) which shows that there is a positive influence of suppy chain

management on concrete production. Factors that affect in terms of material flows (raw material inventory), information flows and financial flows. Just like the research conducted by (Yulita 2019) Green Supply Chain Management has a positive influence on Business Performance. The most influencing factors in terms of Cost Efficiency, Consumer Effectiveness and Environmental Differences.

From previous studies, there are similarities found by researchers with the results found by the study above which show that supply chain management has a positive and significant influence on company performance in terms of material flows (raw material inventory) and cost efficiency factors.

b) The Effect of Innovation Strategy (X2) on Company Performance (Y)

From the t test, the calculated value of the Innovation Strategy (X2) is 2.804 > table is 2.052, and the significance value of 0.009 < 0.05 means that Ho is rejected and Ha is accepted, which means that the Innovation Strategy variable (X2) has a positive effect on the Company Performance variable (Y) significantly.

The Innovation Strategy variable (X2) has a positive and significant effect on the Company Performance variable (Y). This means that the Innovation Strategy ($X_2$) owned by the Company has been successfully implemented in maintaining its business continuity or can survive, even though in effect, various innovation strategies carried out by the company need to be improved to maintain the company's performance for the better. This is an evaluation material by management to find more deeply how to be able to create innovation strategies that have more value or in accordance with the needs of consumers.

This is the same as the discoveries found by previous researchers related to innovation strategies, including research conducted Hardiana, C. D., & Setiawan, N. (2021) resulting in innovation strategies

has a positive and significant influence on Operational Performance in manufacturing companies in the Cikarang Delta Silicon Industrial Estate. This innovation strategy is a way to make changes or new updates in order to achieve the company's organizational goals. (Fadhiela ND and Safrika 2023) Also conducting similar research that results in innovation has a positive influence on the company's business performance because factor coffee shops in West Aceh Regency in the study have implemented innovations in their business operations

Another study was also conducted by Chusna Sabela (Anon 2019) In his thesis, he found that there was a significant positive influence of innovation variables on company performance. The results of the study show the importance of innovation capability in the company because it is able to improve the company's performance. But the difference found in research conducted by (Rahmasari 2020) who found the results of innovation had a positive and insignificant effect on company performance. Innovation factors in the study include processes, products and markets.

From previous studies, there are similarities found by researchers with the results found by the above research which shows that innovation has a positive and significant influence on company performance. The similarity factor in this study is shown by the product innovation that it carries out. However, this research must be more able to improve its product innovation strategy in order to maintain the company's performance to be even better.

## CONCLUSION

In terms of testing in this study, *Supply Chain Management* (SCM) (X1) and Innovation Strategy (X2) have a positive effect on the Company's Performance (Y) variables significantly. *Supply Chain Management* (SCM) in this company has an inventory of materials that can meet the needs of each branch well so as to affect the Company's Performance even though

it has a significant influence on the inventory of raw materials that have been in stock in carrying out its operations, so that it can be cost efficient.

In addition, the Company's innovation strategy has been successfully implemented in maintaining the sustainability of its business or can survive, although in terms of influence, various innovation strategies carried out by the company need to be improved to maintain better company performance. This is an evaluation material by management to find more deeply how to create an innovation strategy that has more value or is in accordance with the needs of its consumers.

## IMPLICATIONS AND LIMITATIONS

In Test t Supply Chain Management (SCM) (X1) has a positive effect on Company Performance (Y) significantly and T test obtained Innovation Strategy ($X_2$) has a significant positive effect on Company Performance (Y).

For companies must ensure, maintain and increase the supply of raw materials for daily needs, besides that they must make breakthrough efforts to increase innovation to maintain the costs incurred so that they can be streamlined and as an effort to encourage increasing profits. In improving the performance of the company, many factors affect it, but in this study, the researcher limits the limitations of the variable problems that are still limited to discussing the supply of raw materials (SCM) and innovations carried out by the company.

For future researchers, they can add research variables such as quality management and competitive advantage so that the results to be achieved are in accordance with expectations.

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