International Journal of Latest Engineering and Management Research (IJLEMR)
ISSN: 2455-4847
www.ijlemr.com || Volume 07 - Issue 07 || July 2022 || PP. 12-20

Impact of Total Quality Management and Supply Chain Management on Company Performance

Samuel Bahtra Jaya Marpaung[1], Niken Sulistyowati[2]
[1,2]*(Master of Management, Mercu Buana University, Indonesia)*

Abstract: Developments in the era of globalization, making every company make improvements to compete in this era. This situation makes the company must have a competitive advantage, carry out several policies that will result in increased company performance. Then a study was conducted on the Total Quality Management and Supply Chain Management variables to determine the effect of these variables on Company Performance. Questionnaires were distributed to several employees and 200 samples were obtained. The technique used in distributing this questionnaire is purposive sampling. This technique is one in the category of non probability sampling. The hypothesis that has been obtained is then tested using the SEM (Structural Equation Modeling) method. This test uses Partial Least Square (PLS). After testing, it was found that Total Quality Management and Supply Chain Management were able to have a positive influence on Company Performance. Supply Chain Management directly has a positive and significant impact on Company Performance. Total Quality Management directly has a positive and insignificant effect on Company Performance. However, indirectly Total Quality Management has a positive and significant effect on Company Performance through Supply Chain Management as a mediator between variables, thus all hypotheses are accepted.

Keywords: Company Performance, PLS, Supply Chain Management, Total Quality Management

1. INTRODUCTION

The rapid development in the era of globalization has made every company make improvements to compete in this era. Competition between companies does not only occur between companies in one country, but has involved competition with companies from other countries. This situation makes the company must have a competitive advantage, one of which is by implementing several policies that will affect the company's performance improvement. The company will continue to improve productivity, efficiency, speed, ease of service and product quality. Products that have quality in accordance with consumer demand will have an important effect on customer satisfaction. The suitability of the quality of goods received by consumers with the specifications desired by consumers will increase customer satisfaction. TQM is at the core of achieving a smooth supply chain, which will have a greater impact on achieving operational performance (Sharma & Modgil, 2020). In this case the company implements various management systems, Total Quality Management (TQM) is a method that can be applied in the management system.

Become the basis for making improvements for the company, product conformity with specifications as well as efficient production costs. Efficiency starting from planning, purchasing raw materials to the company's production process. Another way to do this is to reduce the number of product defects or rejects and eliminate production processes that do not add value and eliminate waste that occurs from upstream to downstream of the company. Product quality is not only the responsibility of top management, but all related parts of this company. From the operator level, employees, top management to suppliers contribute to maintaining product quality. Suppliers are the key in carrying out the production process, where the material obtained is in accordance with production needs. In addition to the accuracy of specifications, the accuracy of material delivery is one of the important points. This is important so that there is no accumulation of material or material delays that result in delays in the production process to delays in delivery of goods to customers. The supply chain or supply chain of materials is important to support customer satisfaction.

Relationships between suppliers, producers and consumers are interrelated. In this relationship there is an interaction where each other provides the information needed between parts. Relationships that are mutually integrated with each other will create a more efficient relationship in the process (Suharto, 2018). The goal is to coordinate raw materials to finished goods as much as possible to maximize the company's competitive advantage.

PT. Selamat Sempurna Tbk. is one of the companies engaged in the manufacturing industry that produces components for motorized vehicles in Indonesia, namely radiators and filters. The company is located in Bitung, Tangerang Regency, currently the company has three factory locations, which are divided into two buildings for the production process and one building for the location of Finish Goods and Raw Materials. The supply of raw materials for the production process is sent from raw materials according to requests from the production department, as well as manufactured goods transported from each factory to be stored in the Finish Good.

The company sees a problem that exists throughout the production floor, namely the occurrence of excess in making goods or often referred to as over production. This problem occurs in almost the entire flow of the production process from cutting raw materials to the process of checking the goods resulting from the production process, visually this problem can be seen from the accumulation of materials and goods resulting from the production process that cannot be transferred to the next process. The accumulation of goods is caused by the production process that is carried out beyond the planning made. The following is a report on filter production from PT. Selamat Sempurna Tbk. in the period January to August 2021.

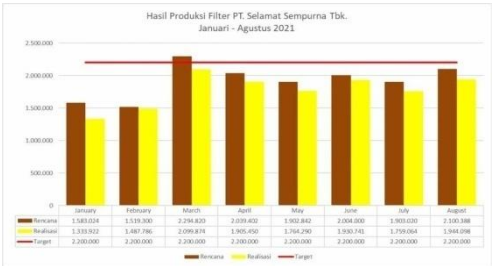

Figure 1 Production Results for January – August 2021

From the data obtained, the production results both in planning and realization did not reach the target. As for the cause of not realizing the targets that have been set, it is caused by the supply of components that are not good. Barriers occur in the process of supplying components both from suppliers to the material warehouse and problems that occur in the internal warehouse. Data on supply constraints of components from warehouse to production can be seen that obstacles occur both internally and externally.

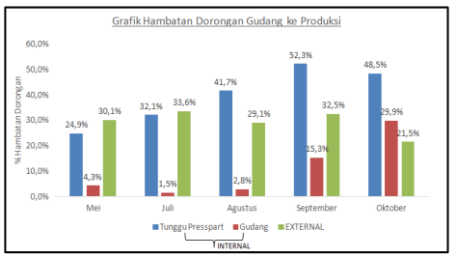

Figure 2 Graph of Barriers to Warehouse Push to Production

In addition to component supply problems, problems also occur in the production department. The high number of defects that occur in the production department has hampered the production process. The following is the defect data at PT. Selamat Sempurna Tbk. for the period January-August 2021.

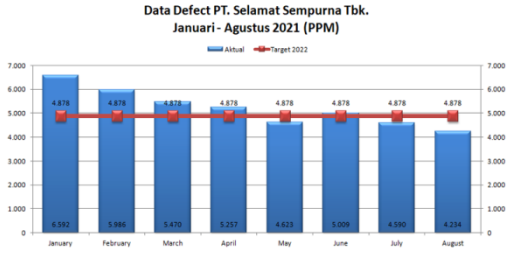

Figure 3 Graph of Defect Data from January to August 2021

Defect problems make product delivery delays to customers. In addition to causing delays in delivery, problems also occur in the re-supply of materials. This is a problem for the company in achieving the company's sales target. This failure can be a stumbling block for companies to compete in the era of globalization.

2. LITERATURE REVIEW

Total Quality Management (TQM) is a philosophy to meet quality that meets customer expectations (Sulistyowati et al., nd). Total Quality Management (TQM) as principles and guidelines that identify paths for continuous improvement (Sharma & Modgil, 2020). Improving performance in terms of quality, productivity and profitability is the goal of Total Quality Management (TQM). Total Quality Management (TQM) is also defined as a philosophy and principle in identifying problems in continuous improvement. Total Quality

Management (TQM) is a philosophy to meet quality that meets customer expectations (Sulistyowati et al., nd). Quality is the most important thing in producing a product or service. Good quality will increase customer satisfaction which will affect the company's performance. A high level of customer satisfaction will win the competition with other competitors. Quality is not only the responsibility of top management, but involves all relevant parties from suppliers, employees and consumers. AV Feigenbaum in (Slack & Lewis, 2008).

Supply Chain Management (SCM) is a coordinating network consisting of suppliers, manufacturers, distributors, retailers, and customers. Careful planning will make coordination closer so that the relationship between parts will produce a perfect series (Nawawi and Akbar, 2019). Supply Chain Management (SCM) describes activities between interrelated parts from raw materials to finished goods and are accepted by customers. Conformity to the final result will increase customer satisfaction (Heizer, 2014). According to Taruban in (Widyarto, 2012) there are three components in Supply Chain Management (SCM) namely the upstream supply chain (upstream supply chain), internal supply chain management and the downstream supply chain segment.

Company Performance is a description of the achievement of the implementation of tasks in realizing the goals, objectives, mission and vision of the organization. Company Performance is a measure of the success of a company in a predetermined period of time. The results of this assessment become the value of the activities that have been prepared and implemented to identify the right company strategy or vice versa (Prakosa, 2005). Company Performance can be measured from financial performance, market-based performance and operating performance (Suharto, 2018). Based on the theoretical review above, to measure the Company Performance variable using the dimensions of financial performance and operational performance.

In this study, the authors develop a framework of thought, research based on background, literature review and previous studies. The framework model consists of 3 variables, namely Total Quality Management (TQM), Supply Chain Management (SCM) and Company Performance. The following is the framework for this research.:

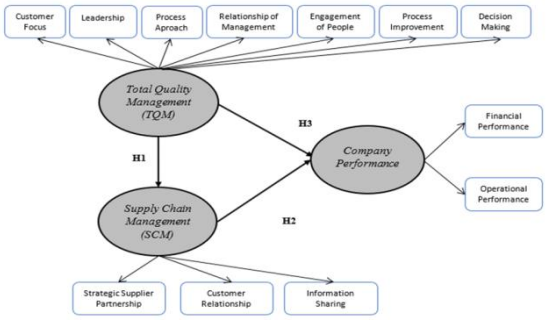

Figure 4 Thinking Framework

In Sharma, Sanjay, research. Modgil, Sachin, (2019), TQM is at the core of achieving a smooth supply chain, which will have a greater impact on achieving operational performance. Research by Mas'udin, Ilyas & Kamara, Mohammed. (2018) also prove that the existing relationship between TQM, JIT and SCM is strong and that their practices together have an impact on organizational performance. Based on previous research, the hypothesis obtained is that Total Quality Management (TQM) has a positive effect on Supply Chain Management (SCM).

In the research of Phan, Anh Chi & Trieu, Hao Anh Nguyen Phuong Dinh. (2019) shows that a firm's competitive advantage is significant both collectively and individually based on low price, high delivery dependency, high product innovation, and low time to market, for both high and low operating system response rates. In addition to the research Sharma, Sanjay,. Modgil, Sachin, (2019) SCM practices have a positive impact on operational performance. Strategic supplier partnerships and purchasing management practices are major contributors. Supply chain practices alone have a moderate effect on operational performance. Suharto, R., Devie (2013), Firmansyah. (2021) also show the same thing where Supply Chain Management (SCM) has a positive effect on Company Performance. Based on previous research, the hypothesis obtained that Supply Chain Management has a positive influence on Company Performance

In the research of Sulistyowati, N., Huda, M., & Nursaningsih, I. (2020) The results of the study prove that TQM and JIT are able to have a positive influence in improving operational performance. It directly has a positive effect in improving operations. While in the research of Sharma, Sanjay,. Modgil, Sachin, (2019) TQM practices themselves have a positive but weak impact on operational performance. So it can be concluded that the Total Quality Management (TQM) hypothesis has a positive effect on Company Performance.

3. METHOD

Quantitative method is the method used in this research. The data used comes from primary data. The use of questionnaire media in obtaining data. The use of SEM-PLS as an analytical method in this study. According to Hair et al in Wati (2017) 100 samples are the minimum required in analyzing using the Structural Equation Model (SEM). The calculation is the research indicator multiplied by 5 to 10. There are 38 indicators so that a minimum of 190 samples is needed. was Purposive sampling technique used in this study. Primary data collection by distributing questionnaires. Employees who have a relationship with the variables in this study are directed as prospective respondents. The hypothesis that has been obtained is tested by using Structural Equation Modeling (SEM) analysis using Partial Least Square (PLS). Data processing using Smart PLS 3.0. The processed data will then be tested with validity testing, reliability testing and hypothesis testing.

Total Quality Management, Supply Chain Management (SCM) and Company Performance are variables used in this study. Total Quality Management variables are measured by dimensions including Customer Focus, Leadership, Process Approach, Relationship of Management, Engagement of People, Process Improvement, & Decision Making (ISO 9001, 2015). The Supply Chain Management (SCM) variable will be measured by 3 (three) dimensions, namely Strategic Supplier Partnership, Customer Relationship, Information Sharing (Suharto, 2018). And the Company Performance variable which will be measured by the dimensions of Financial Performance and Operational Performance (Li, et al., 2006).

Variable	No	Dimension	Indicators	Codes
Total Quality Management (TQM)	1	Customer Focus Customer	Roles	CF1
			Customers provide suggestions for product design	CF2
			Evaluation of customer satisfaction	CF3
	2	Leadership	Establish a clear vision	LD1
			Set targets, goals or objectives	LD2
			Provide resources and interval training for employees	LD3
	3	Process Approach	Employees are given autonomy and responsibility according to their expertise	PA1
			Support for employees	PA2
			Provide information in product evaluation	PA3
	4	Relationship of Management	Supplier involvement in identifying supplier needs	RM1
			Input from suppliers according to company criteria	RM2
			Communicating and sharing information with suppliers	RM3
	5	Engagement of People	Training for employees to improve product quality	EP1
			Opportunity to take formal education	EP2
			Opportunity to develop competencies	EP3
	6	Process Improvement	Continuous training at every step of the work process	PI1
			Utilization of information systems for each process	PI2
			Employment of work employees	PI3
	7	Decision Making	Perform data collection and testing	DM1
			Use of statistical techniques	DM2
			Realization of the improvement plan that has been determined	DM3

Source: ISO 9001 (2015)

Variable	No	Dimension	Indicators	Codes
Supply Chain Management	1	Strategic Supplier Partnership	Selection of suppliers prioritizes quality as the main criterion	SSP1
			Provide advice to suppliers to assist in improving the quality of	SSP2
			Have a continuous improvement program involving	SSP3
			Involve suppliers in strategic planning and problem solving	SSP4
	2	Customer Relationship	Measure and evaluate customer satisfaction	CR1
			Predict future market	CR2
			Provide a platform for customers who need assistance and complaints	CR3
			Quick response to changes in quality standards	CR4
	3	Information Sharing Information	sharing with business partners on issues that may affect their business	IS1
			Cooperate with business partners regarding	IS2
			Share information with business partners regarding	IS3

Source: Suharto & Devie (2013)

Variable	No	Dimension	Indicators	Codes
Company Performance	1	Operational Performance	Able to achieve the targeted productivity level	OP1
			Able to achieve the minimum defect target	OP2
			Able to meet customer requests according to due date	OP3
	2	Financial Performance	Able to achieve predetermined profit targets	FP1
			Using production costs according to predetermined targets	FP2
			Able to achieve sales targets targeted by	FP3

Source: (Li, et al., 2006).

Figure 5 Operational Variables TQM, SCM & Company Performance

In PLS analysis, it is necessary to form a model in calculating an influence both between variables and variables with indicators. The relationship between variables is called the inner model. In the inner model can show the relationship between the independent variable and the dependent variable. The relationship between variables and indicators is found in the outer model. The model used in this study is as shown below:

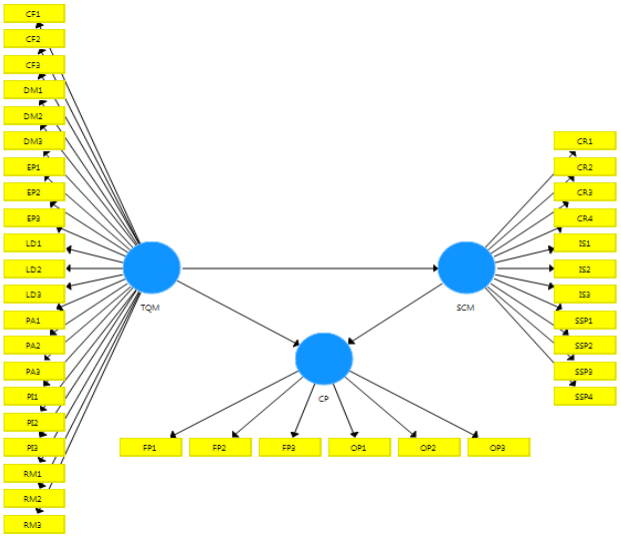

Figure 6 TQM & SCM Model on Company Performance

4. RESULT AND DISCUSSION

This study involved 200 employees as respondents. Characteristics of respondents are divided into 5 parts. The picture below is the characteristics of the respondents:

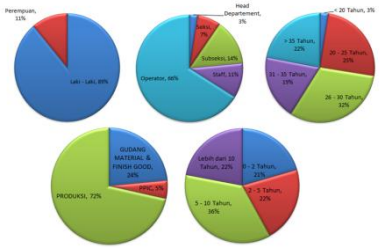

Figure 7 Respondent Characteristic Chart

The received data is then processed in the Smart PLS 3.0 application. From the results of data processing obtained calculations through the model that has been made. The following are the results of data processing Smart PLS 3.0.

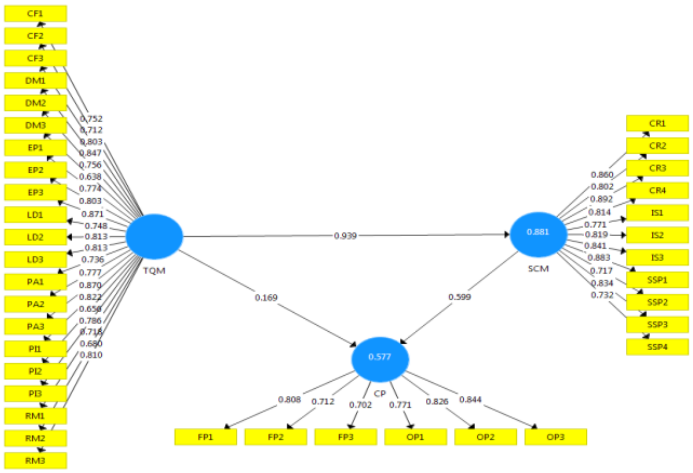

Figure 8 Result Smart PLS 3.0

Understanding of the statements given in the questionnaire to respondents needs to be proven and understood. This proof is through convergent validity. The results of the proof can be said to be accepted if it has a loading factor value of more than equal to 0.5 (Hair et al., 1998). The results showed that all indicators were declared valid because they had a loading factor above 0.5.

Variable TQM

No	Indikator	Factor Loading	Hasil
1	CF1	0.752	Valid
2	CF2	0.712	Valid
3	CF3	0.803	Valid
4	**DM1**	**0.847**	**Valid**
5	DM2	0.756	Valid
6	DM3	0.638	Valid
7	EP1	0.774	Valid
8	EP2	0.803	Valid
9	**EP3**	**0.871**	**Valid**
10	LD1	0.748	Valid
11	LD2	0.813	Valid
12	LD3	0.813	Valid
13	PA1	0.736	Valid
14	PA2	0.777	Valid
15	**PA3**	**0.87**	**Valid**
16	PI1	0.822	Valid
17	PI2	0.656	Valid
18	PI3	0.786	Valid
19	RM1	0.718	Valid
20	RM2	0.68	Valid
21	RM3	0.81	Valid

Variable SCM

No	Indikator	Factor Loading	Hasil
1	CR1	0.86	Valid
2	CR2	0.802	Valid
3	**CR3**	**0.892**	**Valid**
4	CR4	0.814	Valid
5	IS1	0.771	Valid
6	IS2	0.819	Valid
7	**IS3**	**0.841**	**Valid**
8	**SSP**	**0.883**	**Valid**
9	SSP	0.717	Valid
10	SSP	0.834	Valid
11	SSP	0.732	Valid

Variable CP

No	Indikator	Factor Loading	Hasil
1	**FP1**	**0.808**	**Valid**
2	FP2	0.712	Valid
3	FP3	0.702	Valid
4	OP1	0.771	Valid
5	**OP2**	**0.826**	**Valid**
6	**OP3**	**0.844**	**Valid**

Figure 9 Result Validation Test

The results of processing through Smart PLS show that the three variables have an AVE value above 0.5. This value illustrates that a set of indicators represents one latent variable and that underlies the latent variable. The AVE value is declared valid if it is greater than 0.5.

Table 1 Result of Average Variance Extracted (AVE**)**

No	Variabel	Average Variance Extracted (AVE)	Note
1	Total Quality Management	0.598	Valid
2	Supply Chain Management	0.667	Valid
3	Company Perfomance	0.607	Valid

Indicators as measuring tools need to be tested for consistency in this study. Testing the consistency of the indicators to indicate each variable. Tests carried out by conducting reliability testing (Haryono, 2017). In reliable testing consists of 2 ways. The first method is composite (construct) reliability (CR) and the second is variance extracted (VE). The lower limit value for variance extracted 0.5 while the lower limit value for construct reliability is 0.7. If the calculation result is above or equal to that value, it is considered reliable (Ghozali, 2015). From the Smart PLS processing, the reliability test results are shown in the table below:

Table 2 Result of Reliability Test

No	Variabel	Cronbach's Alpha	Composite Reliability	Note
1	Total Quality Management	0.966	0.969	Reliable
2	Supply Chain Management	0.949	0.956	Reliable
3	Company Pefromance	0.87	0.902	Reliable

From the table above, it is found that the Cronbach's Alpha value of the Total Quality Management variable (0.966), Supply Chain Management (0.949), Company Performance (0.987) and Composite Reliability Total Quality Management (0.969), Supply Chain Management (0.956), Company Performance (0.902). It can be concluded that from the calculation results that the three variables have a value above the lower limit, it can be declared reliable.

Then enter the structural model evaluation stage. In the evaluation of this structural model to assess the relationship between latent variables. The data generated from the evaluation of the structural model has a relationship with the hypothesis obtained. So that it can be assessed the relationship between endogenous latent variables and exogenous latent variables as well as between other exogenous variables. This calculation is the basis for whether the hypothesis can be accepted or not.

According to Ghozali, the value of R^2 in the calculation of the evaluation of the structural model can be used as the strength of the structural model. R value 2 can be categorized into 3 parts. Strongly shaped model with R^2 valuegreater than 0.75. Furthermore, the medium (moderate) model with an R2 value of 0.5 to 0.74 and a weak model with an R^2 valuebelow 0.5. The test results shown show the R2. Supply Chain Management value of 0.881, more than 0.75, which is included in the strong category88.1% Supply Chain Management is influenced by Total Quality Management and 11.9% is influenced by other factors not observed in this study. The result of Company Performance is 0.577 which is included in the moderate category (medium), the results explain that 57.7% of Total Quality Management and Supply Chain Management, while 44.3% is influenced by other factors.

Table 3 Structural Model Evaluation

No	Variabel	R Square	Kategori
1	Company Pefromance	0.577	Moderate (Medium)
2	Supply Chain Management	0.881	Strong

The results of calculations using Smart PLS show that the relationship between Total Quality Management and Supply Chain Management has a positive and significant value. This happens because the variable has a path coefficient of 0.939, the t-statistic value of 76,419 is greater than the minimum limit of 1.96

and has a significant effect because it has a P-value below 0.05. So that the hypothesis can be declared accepted. This is in accordance with previous research.

Table 4 Hypothesis Test Output Results

No	Variabel	Original Sample	T Statistics	P Values	Note
1	Total Quality Management -> Supply Chain Management	0.939	76.419	0	Positive & Significant
2	Supply Chain Management -> Company Perfomance	0.599	3.376	0.001	Positive & Significant
3	Total Quality Management -> Company Perfomance	0.169	0.887	0.375	Positive & Not Significant
4	Total Quality Management -> Supply Chain Management-> Company Performance	0.562	0.568	0	Positive & Significant

The Supply Chain Management variable on Company Performance is found to have a positive and significant effect. This happens because the variable has a path coefficient of 0.599, the t-statistic value of 3.376 is greater than the minimum limit of 1.96 and has a significant effect because it has a P-value below 0.05. So that the hypothesis can be declared accepted. This is in accordance with previous research. Furthermore, the Total Quality Management variable on Company Performance was found to have a positive and insignificant effect. This happens because the variable has a path coefficient of 0.169, the t-statistic value of 0.887 is greater than the minimum limit of 1.96 and has an insignificant effect because it has a P-value above 0.05. However, Total Quality Management has an indirect effect on Company Performance through Supply Chain Management. This happens because the variable has a path coefficient of 0.562, the t-statistic value of 0.568 is greater than the minimum limit of 1.96 and has a significant effect because it has a P-value below 0.05

5. CONCLUSION

This study aims to determine the relationship between variables. Influence between Total Quality Management (TQM), Supply Chain Management (SCM) and Company Performance. The results of the study prove that TQM and SCM are able to have a positive influence on Company Performance. SCM has a positive and significant impact on Company Performance. TQM has a positive effect but has no significant value on Company Performance. However, TQM has a positive and significant impact on Company Performance through SCM as a mediator (indirect effect) between variables, thus all hypotheses are accepted.

The implementation of TQM and SCM can improve Company Performance. TQM and SCM implementation policies that prioritize process improvement and prioritize relationships between stakeholders are the right choice in facing competition. Focusing on process improvement, eliminating processes that do not add value is the main point in improving company performance, besides that, relationships or communication with customers are important in increasing customer satisfaction. The application of the concept of TQM and SCM is the right choice for companies in making decisions. Theoretically, this research can add insight into theory, model implementation, proposed dimensions, and become a conceptual framework for TQM, SCM and Company Performance. Further research is recommended to be able to conduct research on different companies or industrial groups.

6. ACKNOWLEDGEMENTS

We would like to express our gratitude to Mercu Buana University, Jakarta for the support for this research.

REFERENCES

[1] Al-Hawajreh, K., & Attiany, M. (2014). The Effect of Supply Chain Responsiveness on Competitive Advantage: A Field Study of Manufacturing Companies in Jordan. European Journal of Business and Management, 6(13), 151–162. https://core.ac.uk/download/pdf/234625478.pdf

[2] Anantama, I. F. (2017). Pengaruh Total Quality Managementdan Just In Time Terhadap Kinerja Perusahaan Delivery Di Yogyakarta (Vol. 549). Universitas Islam Indonesia.

[3] Darmawan, H., Hasibuan, S., & Hardi Purba, H. (2018). Application of Kaizen Concept with 8 Steps PDCA to Reduce in Line Defect at Pasting Process: A Case Study in Automotive Battery. International

Journal of Advances in Scientific Research and Engineering, 4(8), 97–107. https://doi.org/10.31695/ijasre.2018.32800

[4] Firmansyah. (2021). Pengaruh Supply Chain Management Terhadap Company Performance Dengan Competitive Advantage Sebagai Pemediasi, Di PT. KMI. http://repository.untag-sby.ac.id/id/eprint/14905

[5] J. Jayaram, K.Choon Tan, T. L. (2018). The Contingency Role Of Business Strategy On The Relationship Between Operations Practices And Performance. The Eletronic Library, 34(1), 1–5.

[6] Karina Ardianti. (n.d.). Analisis Pengaruh Supply Chain Management Terhadap Kinerja Perusahaan. September 2005, 90–104.

[7] Kaur, M., Singh, K., & Singh, D. (2019). Synergetic success factors of total quality management (TQM) and supply chain management (SCM): A literature review. International Journal of Quality and Reliability Management, 36(6), 842–863. https://doi.org/10.1108/IJQRM-11-2017-0228

[8] Kaur, M., Singh, K., & Singh, D. (2020). Assessing the synergy status of TQM and SCM initiatives in terms of business performance of the medium and large scale Indian manufacturing industry. International Journal of Quality and Reliability Management, 37(2), 243–278. https://doi.org/10.1108/IJQRM-07-2018-0192

[9] Kaur, M., Singh, K., & Singh, D. (2021). Identification of barriers to synergistic implementation of TQM-SCM. International Journal of Quality and Reliability Management, 38(1), 363–388. https://doi.org/10.1108/IJQRM-05-2019-0141

[10] Maddeppungeng, A., Abdullah, R., & Kartika, D. D. (2016). Pengaruh TQM (Total Quality Management) dan SCM (Supply Chain Management) Terhadap Daya Saing Pada Industri Konstruksi. Jurnal Fondasi, 5(2), 86–96.

[11] Masudin, I., & Kamara, M. (2018). Impact Of Just-In-Time, Total Quality Management And Supply Chain Management On Organizational Performance: A Review Perspective. Jurnal Teknik Industri, 19(1), 11. https://doi.org/10.22219/jtiumm.vol19.no1.11-20

[12] Meylianti S, B., & Mulia, F. (2009). Pengaruh Penerapan JIT (Just In Time) Dan TQM (Total Quality Management) Terhadap Delivery Performance Pada Industri Otomotif Di Indonesia. Jurnal Manajemen Teori Dan Terapan| Journal of Theory and Applied Management, 2(2), 112–127. https://doi.org/10.20473/jmtt.v2i2.2379

[13] Nugroho, A., Christiananta, B., Wulani, F., & Pratama, I. (2020). Exploring the association among just in time, total quality and supply chain management influence on firm performance: Evidence from Indonesia. International Journal of Supply Chain Management, 9(2), 920–928.

[14] Permana, A., Purba, H. H., & Rizkiyah, N. D. (2021). A systematic literature review of total quality management (TQM) implementation in the organization. International Journal of Production Management and Engineering, 9(1), 25–36. https://doi.org/10.4995/IJPME.2021.13765

[15] Phan, A. C., Nguyen, H. A., Trieu, P. D., Nguyen, H. T., & Matsui, Y. (2019). Impact of supply chain quality management practices on operational performance: empirical evidence from manufacturing companies in Vietnam. Supply Chain Management, 24(6), 855–871. https://doi.org/10.1108/SCM-12-2018-0445

[16] Pratama, W., & Sulistyowati, N. (2019). Effect of Quality Management on Knowledge Management and Company Performance at PT XYZ. International Journal of LatestResearch in Engineering and Management (IJLREM), 3(8), 1–9.

[17] Prayhoego, C., & Devie. (2013). Analisa Pengaruh Total Quality Management Terhadap Keunggulan Bersaing dan Kinerja Perusahaan. Business Accounting Review, Vol. 1, 2013, 55(1–2), 65–74.

[18] Sandhy Primadhana Islamy. (2017). Analisis Pengaruh Penerapan Total Quality Management Terhadap Kinerja Operasional Pada Pt. So Good Food. Universitas Islam Indonesia.

[19] Sharma, S., & Modgil, S. (2020). TQM, SCM and operational performance: an empirical study of Indian pharmaceutical industry. Business Process Management Journal, 26(1), 331–370. https://doi.org/10.1108/BPMJ-01-2018-0005

[20] Sidhu, M. K., Singh, K., & Singh, D. (2019). Strategic impact of SCM and SCQM practices on competitive dimensions of Indian manufacturing industries. TQM Journal, 31(5), 696–721. https://doi.org/10.1108/TQM-01-2019-0010

[21] Sri, W. (2019). Pengaruh Supply Chain Management Practices Dan Marketing Capability Terhadap Firm Performance Melalui Competitive Advantage. 8(2), 208–227.

[22] Suharto, R. (2018). Analisa Pengaruh Supply Chain Management terhadap Keunggulan Bersaing dan Kinerja Perusahaan.

[23] Sulistyowati, N., Huda, M., & Nursaningsih, I. (n.d.). How TQM Mediates JIT in Improving Operational Performance of Industrial Companies. International Journal of Innovation, Creativity and Change. Www.Ijicc.Net, 14(8), 2020. www.ijicc.net

[24] Sulistyowati, N., & Purnomo, W. D. (2020). Effects of supply chain strategy on company performance: The moderating role of competitive advantage. International Journal of Supply Chain Management, 9(4), 141–149.

[25] Talib, F., Rahman, Z., & Qureshi, M. N. (2011). A study of total quality management and supply chain management practices. International Journal of Productivity and Performance Management, 60(3), 268–288. https://doi.org/10.1108/17410401111111998

[26] Widjaya, O. E. Y. H., & Suryawan, I. N. (2014). Pengaruh Total Quality Management dan Quality Management Information Terhadap Kinerja Perusahaan. Media Bisnis, 6(2), 88–96.

[27] Zarinah Abdul Rasit, N. H. A. S. (2018). Effect of JIT on Organisational Performance: Influence of Performance Measurement System.