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Impact of Innovativeness and Total Quality Management (TQM) on Operational Performance Trough Competitions in XXX Company

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Abstract: This research aims to determine the influence of innovativeness and total quality management (TQM) on operational performance through competitive advantage at company XXX. This type of research is quantitative. The sampling method used in this research is probability sampling so the total sample in this research is 164 respondents. The data analysis technique in this research uses descriptive statistical analysis and structural equation modeling (SEM). The results of Innovativeness (X1) have no effect on Competitive Advantage (Z), Innovativeness (X1) has a positive and significant effect on Operational Performance (Y), Total Quality Management (X2) has no effect on Competitive Advantage (Z), Total Quality Management (X2) has a positive and significant effect on Operational Performance (Y), Competitive Advantage (Z) has a positive and significant effect on Operational Performance (Y), Innovativeness (X1) has a positive and significant effect on Operational Performance (Y) through Competitive Advantage (Z) and Total Quality Management (X2) has no effect on Operational Performance (Y) through Competitive Advantage (Z) at Company XXX.

Keyword: Innovativeness, Total Quality Management, Operational Performance and Competitive Advantage.

INTRODUCTION

In this age of globalization, there is an increasingly stringent business competition. In order to remain relevant and profitable, the business world is encouraged to continue to innovate and adapt to a variety of constantly changing market conditions. (Khazaini et al., 2024). The business world needs to adopt a strategic approach in order to tackle global trends effectively. Entrepreneurs must be able to maintain competitiveness, quality, and price in order to continue to grow. An important factor for any business that wants to succeed after reaching a competitive or non-competitive threshold is its workforce. (Mukhsin & Suryanto, 2022). Moreover, traditionally, a resource-based approach focuses on issues within the

company that relate to resource and capacity management and its relationship to corporate performance. (Crick, Friske, & Morgan, 2024)

Operational performance is an effort by a company to efficiency by using the resources available to the company. To determine whether the efficiency of operational performance is running well or not, a company may implement a policy to re-examine and evaluate performance. It aims to motivate employees to improve their performance and deliver results that are in line with the company's expectations to increase the value of the company. (Muttaqin, 2022).

Tabel 1 Operational Performance of XXX Company of the Export Sector (2020-2023)

Year	Export Volume (Ton)	Export Value (USD)	Average Delivery Time (Hari)	Operational Costs (USD)
2020	1.200	600,000 USD	8 hari	80,000
2021	1.000	500,000 USD	12 hari	90,000
2022	850	400,000 USD	10 hari	100,000
2023	750	300,000 USD	15 hari	110,000

Source: Data processed by researchers, 2024

Based on Table 1.1, the operational performance of XXX Company in terms of exports during the period 2020-2023 shows a declining trend. Export volumes have fallen from 1,200 tonnes in 2020 to 750 tonnes in 2023, while export values have also fallen from \$600,000 to \$300,000. This decline indicates that the company is facing difficulties inining the volume and value of its exports.

The average delivery time has increased from eight days in 2020 to 15 days in 2023. This increase in delivery time indicates problems in operational efficiency, which may be caused by constraints in production and logistics processes. The longer delivery time can negatively impact on customer satisfaction and company reliability in the international market.

Operating costs also rose from \$80,000 in 2020 to \$110,000 in 2023, despite the decline in volume and value of exports. This increase in operating costs indicates an inefficiency in the management of the company's resources. The visible decrease in operational performance from export data suggests that companies may have difficulty implementing innovation and TQM principles effectively.

Lack of innovation and inadequate implementation of the TQM can impede the company's ability to adapt to changes in markets and technologies, as well as resulting in increased operating costs and time. To improve this performance, companies need to focus on improving innovation in their production processes and applying the principles of the QM more effectively. With these measures, companies can improve their operational performance, reduce operating costs, speed up delivery times, and ultimately increase their competitive edge in international markets.

On the other hand, in order to be able to compete and thrive in a competitive market, a company must be capable of competing and continuing to grow so that it is able to create potential concessions as well as to withstand the pressure of the competition market. One of the key factors of success when companies enter a global competitive environment is their ability to innovate. So when companies are able to create innovation, they also have to be able to formulate a business strategy so that it can be used as a tool to face competition. Companies must be able to identify opportunities and threats but also what are their strengths and opportunities.(Titioka & Titioka, 2021).

The company's innovation activities to such a goal are not independent of operational performance. Where operational performance is the resource activity that has an influence on the company's achievement and performance of the company. Corporate performance and performance can be measured through financial performance and operating performance, financial performance may be measurable through the financial condition of the firm of the

year. While operational performances can be measured through the access conditions in the corporate operationalization. Good operational achievements are damaged by the support of organizational performance, where the organization's performance is a competitive advantage which is not the ultimate goal, but rather a tool for achieving the goals of the organization, that is, the performance of an organization that generates relatively high profits. (Sain, 2021)

Besides the application of innovation. Businesses can a good work-life balance by implementing sustainable improvement initiatives in terms of quality improvement. One of the management strategies that prioritizes quality is Total Quality Management (TQM), which is an optimal approach. Total Quality Management is a business strategy that aims to improve the operational performance of an organization by continuously improving processes, products, employee behaviour, and work environment. The entrepreneur can make a profit by producing goods or services of the highest quality. The corporate world is starting to use Total Quality Management because it is believed to be able to improve its managerial performance. (Badzaly, 2021).

Effective quality management is vital to ensuring business survival by helping them improve the quality of goods and services. A management strategy that improves quality standards is Total Quality Management which is the best approach. Total Quality Management (TQM) is a business approach that aims to improve the operational efficiency of an organization by continuously improving its processes, products, employee performance, and environment. (Wesly et al., 2021).

XXX is a company whose core business is imports and exports where this sector is vulnerable to change and the impact of globalization, so the company hopes to have employees who have competent skills. In this context, competent skills can include an in-depth understanding of international trade regulation, the ability to analyze global market trends, expertise in international negotiations, and the capacity to communicate effectively in cross-cultural contexts. In addition, it is also important for employees to have flexibility in responding to changing global trade and economic policies, as well as the ability to use the latest information technology that supports export-import operations.

Performance is an important measure of a company's success, as it reflects the extent to which the company has achieved a competitive advantage in the market. Performance not only covers financial aspects, such as revenue and profitability, but also other factors such as market share, customer satisfaction, and the quality of products or services. Companies with good performance tend to be superior in competition with their competitors, because they are able to attract customers with quality services and products, as well as manage resources efficiently. On the contrary, companies whose performance is poor may face the challenge of finding their existence in a competitive market. Therefore, finding and continuously improving the organizational work culture is crucial to achieving and exceeding competitiveness.

METHOD

The type of research used in this research is quantitative research. According to Cooper & Schindler, (2018) that the results of the study are numerically shaped and processed using statistical analysis indicates that the study is quantitative. According to Sekaran & Bougie, (2020) a scientific method whose data is in the form of numbers or numbers that can be processed and analyzed using mathematical or statistical calculations. Quantitative is data that is expressed in numerical form and is usually obtained through already structured questions.

Quantitative analysis involves the use of numerical data derived from data collection, analysis, and reporting processes. Further, the data is analyzed using statistical methods. Respondents fill in the questionnaire used to gather this data in order to uncover unresolved

research issues. Quantitative research is done using the size of the sample that we already have based on the existing population, and sample size analysis is done with the formula.

RESULTS AND DISCUSSION

The Influence of Innovativeness on Competitive Excellence

Results of research on the influence of Innovativeness on Competitive Advantage obtained a t-statistic value of 1,622 smaller than 1,97490 ($t_{\text{statistic}} 1,622 < t_{\text{table}} 1,97490$) with a P-value of 0,107 greater than 0.05 this indicates that the variable innovativeness (X1) has no influence on competitive advantages (Z).

Innovation as one of the strategies in achieving competitive advantage. The primary objective of product innovation is to meet market demand so that the innovation product is one that can be used as a competitive advantage for the company (Prasetyo et al., 2021). Based on research results that show that innovativeness does not affect the competitive edge of the company XXX suggests that even though the company implements innovation, it does not significantly affect the ability of the firm to acquire and maintain competitive advantages in the market. (Prasetya, 2023). This could mean that other factors, such as marketing strategies, product quality, or resource management, may play a more important role in determining competitive advantage. Thus, companies need to evaluate and adjust their innovation approach, as well as consider other factors that can be more effective in strengthening their competitive position.

Impact of Innovativeness on Operational Performance

Research results on the impact of Innovativeness on Operational Performance obtained a t-static value of 2,032 greater than 1,97490 ($t_{\text{statistic}} 2.032 > t_{\text{table}} 1.97490$) with a P-values value of 0,005 smaller than 0.05 this indicates that the variable Innovateness (X1) has a positive and significant influence on operational performance. (Y).

Innovation allows companies to create products that have unique features and benefits, which distinguish them from competitors. By having a range of different and innovative innovations, companies can create a competitive advantage that allows them to attract consumers and meet unmet needs in the market. This differentiation can improve company performance by attracting new customers as well as retaining old customers. By continuing to innovate, companies can anticipate evolving customer trends and needs, thus delivering relevant and satisfying solutions (Graciafernandy et al., 2024).

Based on the results of research showing that Innovativeness has an impact on Operational Performance in XXX companies, the level of innovation applied in the company has a clear and positive impact on the company's operational performance. This means that the higher the rate of innovations applied, the better the operational results achieved. Innovation can include process improvements, the development of new products, or the application of new technologies, all of which can improve the efficiency, productivity, and operational efficiency of a company (Fadhillah et al., 2021). Thus, companies that are active in innovation tend to show better operational performance compared to less innovative companies. Thus, companies need to continue to encourage and implement innovation in their business processes in order to maintain competitive advantage and optimal operational results.

The Impact of Total Quality Management (TQM) on Competitive Advantage

The results of the study on the influence of Total Quality Management (TQM) on Competitive Advantage obtained a t-statistic value of 1,351 smaller than 1,97490 ($t_{\text{static}} 1 351 < t_{\text{table}} 1 97490$) with a P-value of 0,178 greater than 0.05 this indicates that the total quality management variable (X2) has no influence on competitive advantages (Z).

The concept of competitive advantage is the foundation of a resource-based perspective that considers an organization as unique and surrounded by diverse resources and capabilities. A company that survives depends heavily on its ability to create new resources, build on its capability program, and create more capabilities that cannot be replicated to a competitive advantage. (Tielung et al., 2024).

Based on research that shows that total quality management has no influence on the competitive advantage of XXX companies, this indicates that although companies may have implemented various TQM practices, such as process improvement, quality control, and employee training, such efforts are not sufficient to generate an obvious competitive edge. In addition, companies should consider additional or alternative approaches that may be more effective in increasing competitive advantage, such as strengthening product innovation, enhancing marketing strategies, or optimizing resource management. (Irmadhani et al., 2019).

The Impact of Total Quality Management (TQM) on Operational Performance

The results of the study on the influence of Total Quality Management (TQM) on Operational Performance obtained a t-statistic value of 3,115 greater than 1,97490 (t-statistic 3.115 > t-table 1.97490) with a P-values value of 0,002 smaller than 0.05 this suggests that the total quality management variable (X2) has a positive and significant influence on operational performance. (Y).

Employees carry out their work with full responsibility, with solid team cooperation, working relationships between employees and their superiors. According to the results of his research, total quality management has a significant impact on the company XXX. It means that it requires total Quality Management to guide and drive management and all employees have the commitment and active role to performance improvement at every level of operation and achieving perfection in every aspect of the product that is important to the customer. (Ghazani & Wibowo, 2021).

Impact of Competitive Excellence on Operational Performance

The results of the study on the influence of Competitive Advantage on Operational Performance obtained a t-statistic value of 2,697 greater than 1,97490 (t-statistics 2,697 > tables 1,98490) with a P-values value of 0,008 smaller than 0.05 this indicates that the competitive advantage variable (Z) has a positive and significant influence on operational performance. (Y).

Competitive advantage has an important impact in improving the company's business performance. This condition gives a signal to the business person to be able to improve the performance of the business. The strategy that can be used is to emphasize more on competitive advantage that can drive business performance but does not leave even more enhanced role of entrepreneurial orientation and market orientation to be able to increase competitive advantages. (Husaeni et al., 2021).

Results of research on the influence of competitive advantage on operational performance in XXX companies show that a company's ability to acquire and maintain competitive advantages has a positive impact on its operating performance. This means that companies that are able to differentiate themselves from their competitors through effective strategy of excellence, such as superior product quality, superior customer service, or operational efficiency, will also see an improvement in their operations performance. (Ribek, 2021).

The Influence of Innovativeness on Operational Performance Through Competitive Advantage

Results of research on the influence of Innovativeness on Operational Performance through Competitive Advantage obtained t-statistic values of 2,133 greater than 1,97490 (t

statistic $2,133 > t_{table} 1,97490$) with P-values of 0,034 smaller than 0.05 this suggests that the variable innovativeness (X1) has a positive and significant influence on operational performance (Y) through Competitiveness (Z).

Building a competitive advantage relies not only on advantage based on geographical factors, but on the internal strengths of the company itself, both resource-based and non-power-source. Companies that create entrance barriers through economic scale, product differentiation, innovation, and high capital requirements. Companies that can produce greater economic value than others in their industry have a competitive advantage. This has led to a significant increase in sales so that the company's financial performance has improved so that it can continue to improve its performance. (Noviyana & Rotua Sitorus, 2023).

Based on the results of research, there is an influence of innovativeness on operational performance through competitive advantage in XXX companies showing that the company's ability to innovate plays a crucial role in improving its operating performance. Innovativeness, or the ability to generate and implement new ideas, enables companies to create more efficient processes, superior products, and more satisfactory services for customers. The competitive advantage gained through this innovation helps companies in offering higher value than their competitors. (Titioka & Titioka, 2021). Thus, more innovative companies tend to have a stronger competitive advantage, which in turn improves their operational performance. It shows that strategies to drive innovation not only improve the competitiveness of companies in the market, but also have a positive impact on efficiency and operational efficiency. This research affirms the importance of innovativeness as a major driver for achieving a sustained competitive advantage, which ultimately improves the overall operational performance of companies. (Hiong, 2021).

The Impact of Total Quality Management (TQM) on Operational Performance Through Competitive Advantage

The results of the study on the influence of Total Quality Management (TQM) on Operational Performance through Competitive Advantage obtained a t-statistic value of 0.192 smaller than 1.97490 ($t_{static} 0,192 < t_{table} 1,97490$) with a P-value of 0.363 greater than 0.05 This indicates that the Total Quality Management (X2) variable has no influence on Operational Performance (Y) through Competitive Advantage (Z).

Total Quality Management (TQM) describes a management system through which an organization achieves the organization's superiority through commitment to customer needs. TQM, with a focus on improving quality across operational aspects, creates more efficient processes and superior products. Competitive advantage gained through this improvement of quality, enables companies to offer higher value than their competitors (Preetha & Anand, 2024).

Based on research results show that there is no influence of total quality management on operational performance (y) through competitive advantage this indicates that the implementation of TQM in the company has not been able to create a significant competitive edge, which in the end has no impact on improved operating performance. (Tielung et al., 2024). Therefore, companies need to reevaluate their TQM strategies and ensure that all the elements are implemented effectively to create a real competitive advantage and improve operational performance.

CONCLUSION

Based on the results of the research that has been outlined, there is the conclusion in this study as follows:

1. Innovativeness (X1) does not affect the Competitive Advantage (Z) of the Company XXX.

2. Innovativity (X 1) has a positive and significant influence on the Operational Performance (Y) in the Company XX.
3. Total Quality Management (X2) does not influence the Competitiveness (Z).
4. Total Quality Management (X2) has a positive and significant impact on Operational Performance (Y) in the Company XXX.
5. Competitive Advantage (Z) has a negative and significant effect on the Operational Performance (Y), in the company XXX.
6. Innovativeness (X1) has a significant and positive impact on the operational performance (Y).
7. Total Quality Management (X2) has no influence on Operational Performance (Y) through Competitive Advantage (Z) on Company XXX.

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