ANTECEDENTS OF SUSTAINABLE COMPETITIVE ADVANTAGE IN MICRO, SMALL AND MEDIUM ENTERPRISES

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Abstract

This study intends to investigate the elements that influence the Sustainable Competitive Advantage of micro, small and medium enterprises (MSMEs). This study focuses on the 1.211 culinary MSMEs registered with the Surakarta City Cooperatives and MSMEs Office in 2020. Samples were gathered from as many as 301 respondents, but only 282 respondents met the standards for data analysis. Method of data analysis utilizing SEM-AMOS. According to the findings of the study, Supply Chain Management, Information Technology Capability, and Innovation have a positive and significant effect on a company's sustainable Competitive Advantage. The findings of this study are expected to be utilized by culinary MSMEs' in Surakarta to develop or enhance competitive advantage. It is anticipated that the findings of this study will also contribute to science, particularly in the development of competitive MSMEs.

Keywords: Sustainable Competitive Advantage, Supply Chain Management, Information Technology Capability, Innovation.

INTRODUCTION

The COVID-19 pandemic has affected numerous fields, including the economic and social sectors. As seen by the number of enterprises that have closed, economic activity appears to be slow, resulting in an increase in the unemployment rate and a fall in people's spending power. This is also experienced

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by small and medium-sized enterprises, which have been viewed as a strong sector and the largest economic driver. This is also experienced by small and medium-sized enterprises (MSMEs), which have been viewed as a formidable sector and the largest economic driver. On the other hand, consumer demand is rising, resulting in an increase in competition. In this circumstance, only MSMEs with a competitive advantage (CA) can survive.

A company has a competitive advantage if it consistently beats other companies in its industry. It is claimed that a competitive advantage is stronger if it can endure for a longer period of time. Companies with a competitive advantage that can be maintained over time are considered to have a sustainable competitive advantage. To gain a competitive advantage, a company must develop a product that is distinct from that of its rivals and that consumers perceive as providing greater value.

Managing Supply Chain Management (SCM) can also provide businesses with a Sustainable Competitive Advantage (SCA) (Tukamuhabwa et al., 2021), (Reklitis et al., 2021), and (Jamaludin, 2021). SCM is the coordination of all cross-functional functions inside an organization, beginning with the supply of raw materials, production processes, distribution of production outcomes, and customer satisfaction activities.

Information Technology Capability (ITC) also have an effect on SCA (Hartani et al., 2021). This IT capability will separate businesses from one another. It is possible for a business to have the same IT infrastructure as its competitors, but their IT capabilities and outputs will be distinct. ITC is an organization's ability to select, acquire, and apply information technology. The three components of Information Technology Capability (ITC) are infrastructure capabilities, the capacity to align IT with business, and proactive IT capabilities.

This study focuses on Surakarta's culinary MSME's. The rationale of the researcher is that the influence of the COVID-19 pandemic has led to a decline in the number of culinary MSME businesses in Surakarta. Table 1 displays the decline in the number of culinary MSMEs in Surakarta.

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Table I
Culinary MSMEs Data in Surakarta

Type of business	Year 2017	Year 2018	Year 2019	Year 2020
Food	670	673	625	601
Beverage	55	53	71	99
Snack	633	651	642	511
Total	1.358	1.377	1.338	1.211

Source: Surakarta Cooperative and MSME Office, 2021

Contrary to the increasing public demand for culinary items, the number of MSMEs in the culinary industry in Surakarta has decreased, resulting in a higher degree of competition in the culinary industry. To win the competition, culinary MSME's in Surakarta must modify their business practices and provide a product or service that sets them apart from their competitors. Previously, culinary MSMEs in Surakarta conducted business by opening stalls/shops, entrusting items to stalls/shops, selling about, and being purchased by other merchants. However, culinary MSMEs in Surakarta are now selling online by leveraging information technology, namely Facebook, WhatsApp, Shopeefood, Gofood, and Grabfood. The rapid change to online sales is also influenced by government regulations associated to the presence of COVID-19, such as social isolation and work from home. The ability to use information technology possessed by culinary MSME managers influences their decision to advertise their products via online media. In addition to changes in the manner in which a product is advertised, there are also changes in the products that are sold (eg: variety, taste, packaging method). The ability of culinary MSME management to innovate influences the ability to modify products. The second reason is because the Surakarta City government is currently engaging MSMEs, particularly culinary MSMEs, as cultural boosters for Surakarta. By building 24 culinary shelters in Surakarta, for example Galabo shelter, Mojosongo shelter, Kota Barat shelter, Pajang shelter, Sriwedari shelter, Pajang shelter, Kerten shelter, Solo Square shelter , the Jurug shelter. In growing culinary MSMEs, in addition to building culinary shelters, the Surakarta City Government established Solo Kuliner Sejahtera as a medium of communication and to support culinary

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MSMEs. In addition, the Surakarta City Government hosts numerous culinary displays in malls, open fields, and government offices, among other locations.

Theoretical Review and Hypotheses

1. The influence of Supply Chain Management on Sustainable Competitive advantage.

   SCM involves cross-departmental coordination inside a company and the coordination of many companies, such as suppliers, manufacturers, distributors, and retailers(Ivanov et al., 2019:7) , in order to give higher customer value at reduced costs to the entire supply chain (Christopher, 2016:3). Competitive advantage (CA) is a firm's capacity to generate greater economic value than its competitors (Barley, J.B and Hesterly, 2012:10). The economic value at risk when purchasing a product or service is the difference between the economic value that a company can create and the economic value that its competitors can create. A company has a sustainable competitive advantage when it is able to create a competitive advantage over a long period of time. According to the company's resource-based perspective (RBV), in order to attain SCA, organizations must concentrate on their superior resources, which must possess four characteristics: 1) Valuable (Company resources can only be a source of competitive advantage or competitive advantage). are enduring when they have value. When a company's resources enable it to develop or implement strategies that improve its efficiency and effectiveness, it is considered to have useful resources. These characteristics become important assets only when they exploit possibilities or eliminate risks in the business environment. 2) Rare (to achieve competitive advantage the company must not only have valuable resources, but these resources must also be scarce). 3) Imperfectly Imitable (for a corporation to have a Sustainable Competitive Advantage (SCA), it must have resources that are imperfectly imitable) and 4). Unique historical / Organization (Sustained competitive advantage is attained by the organization's/distinctiveness organization's history's and distinction from others) (Barney, 2007:57).

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Sustainable Competitive Advantage can also be obtained by good SCM management, which will maximize competitive advantage and deliver benefits to end customers, in addition to the generation of resources such as RBV. The influence of SCM on Sustainable Competitive Advantage (SCA) has been researched by ((Tukamuhabwa et al., 2021), (Reklitis et al., 2021), and (Jamaludin, 2021), whose findings indicate that SCM has a positive and statistically significant effect on SCA.

H1: Supply Chain Management (SCM) has a significant effect on Sustainable Competitive Advantage (SCA) in Culinary MSMEs in Surakarta.

2. The influence of Information Technology Capability towards Sustainable Competitive advantage

Information technology capability is described as the company's ability to select, adopt and configure and deploy IT. IT capabilities consist of three elements, namely: IT infrastructure capabilities, ability to link IT and business, proactive IT capabilities (Cepeda & Arias-Pérez, 2019). The combination of these three competencies enables organizations to achieve competitive advantage. This is supported by research from (Lee & Yoo, 2021) and (Hartani et al., 2021) which suggest that IT capability has a positive and significant effect on Sustainable Competitive Advantage (SCA). The RBV further states that IT, especially managerial IT skills, is a source of Sustainable Competitive Advantage (SCA) (SCA).

H2: Information Technology Capability (ITC) has a significant effect on Sustainable Competitive Advantage (SCA) in Culinary MSMEs in Surakarta.

3. The influence of Innovation towards Sustainable Competitive Advantage

Innovation implies modification or renewal. Changes or renewals might take the shape of modifications to the product, the production method, the marketing strategy, or the organizational structure. Companies can obtain a

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competitive advantage through innovation (Porter in Elias G et al., 2015:7) Innovation has a positive and significant effect on Sustainable Competitive Advantage (SCA), according to study from (Kuncoro & Suriani, 2018), (Na et al., 2019) and (Teguh et al., 2021).

H3: Innovation has a significant effect on the Sustainable Competitive Advantage (SCA) in Culinary MSMEs in Surakarta.

Research Model

This research is explanatory research. This study analyzes the impact of the three independent variables Supply Chain Management (SCM), Information Technology Capability (ITC), and Innovation on the dependent variable Innovation using empirical data (Sustainable Competitive Advantage). A conceptual framework is offered in order to improve comprehension of this research's direction. The conceptual framework is provided in the following way:

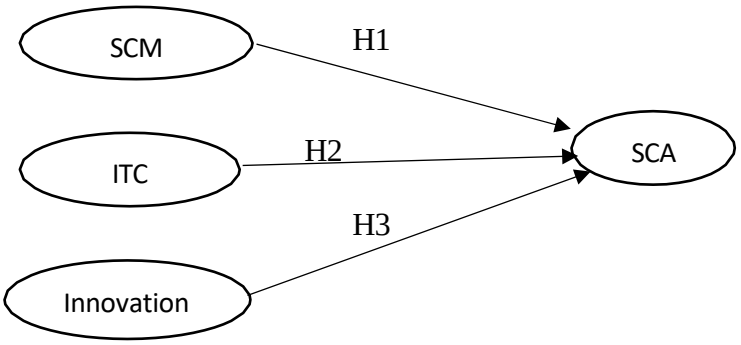

Figure 1. Conceptual Framework

Methodology

1. Population and sample

This study's population consists of 1,211 culinary SME managers registered with the Surakarta Cooperatives and MSMEs Office in 2020.

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TABLE II
Population

Category	Total
Food	601
Beverage	99
Snack	511
Total	1.211

Source: Surakarta Cooperative and MSME Office, 2020

The Slovin method was employed to determine the number of study samples, which yielded a sample of 301 respondents. In this study, the research sample met the following criteria: a) as a management of MSMEs, and b) as a microbusiness registered with the Surakarta Cooperative and MSME Service engaged in the culinary business. c) Already utilizing information technology for business operations. d) have operated their company for at least three years.

The sampling technique used is proportional random sampling: Proportional is used to determine the number of samples in each type of business.

TABLE III
Proportion of Samples in Surakarta Culinary Business

Category	Total	
Food	(601/1.211) x 301	= 149
Beverage	(99 /1.211) x 301	= 25
Snack	(511/1.211) x 301	= 127
Total		301

Data source: Processed primary data, 2020

TABLE IV
Questionnaire Distribution

Description	Total	Percentage (%)
Collected Questionnaire	301	100
The questionnaire cannot be analyzed.	19	6,31
The questionnaire can be analyzed	282	93,69

Data source: Processed primary data, 2020

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2. Data Collection

In this study, Google Form surveys were used to collect data, and the questionnaires were distributed directly to respondents. A sample of 301 respondents with a 100 percent response rate, but only 282 respondents matched the criteria for further testing. The responses to the distributed questionnaires were then measured on a 5-point Likert scale (5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, and 1 = Strongly Disagree).

3. Variable Measurement

To measure the variables, indicators are utilized. Research (Li et al., 2006) references the following SCM indicators: a. Strategy supplier partnership, b. Customer relations, c. Level of information sharing, and d. The quality of information sharing. The following metrics are used to measure IT capability: a. IT infrastructure capability, b. IT and business alignment capability, and c. proactive IT capability (Cepeda & Arias-Pérez, 2019). This study's innovations include product innovation, process innovation, and marketing innovation. Indicators of product innovation, including: 1) creating products that are superior than those of competitors. 2) Create a product that is unique on the market. 3) Develop innovative product features for consumer happiness. 4) Create product novelty for a competitive edge. Indicators for measuring process innovation, namely: 1) The level of manufacturing process efficiency. 2) Delivery precision and 3) Improving shipping-related logistics processes. The following indicators are used to measure marketing innovation: 1) Product design upgrades 2) Packaging innovation. 3) Modernizing pricing strategies 4) Updating pricing strategies for existing and/or new items; and 5) Updating marketing strategies. All innovation measurement indicators refer to Alghani's research (Alghanmi, 2020). According to Heizer and Render, the Sustainable Competitive Advantage (SCA) is measured in this study (Heizer et al., 2017). Sustainable Competitive Advantage (SCA) is determined by the capacity to attain low cost, differentiation, and response speed; the researcher adds a fourth indicator, efficiency.

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4. Data Analysis Technique

To examine the influence of the independent variables (Supply Chain Management (SCM), Information Technology Capability (ITC), and Innovation on Sustainable Competitive Advantage (SCA), SEM AMOS 26 software was used.

Results of Analysis and Discussion

The SEM AMOS data analysis technique will be implemented in stages. The first stage is Measurement Model Analysis, followed by Structural Model Analysis and Hypothesis Testing in the second stage.

1. Measurement Model Analysis

The analysis of the measurement model consisted of a convergent validity analysis and a discriminant validity examination. The outcomes of this study's analysis of convergent validity. Each indicator's factor loadings value meets the minimum value requirement of 0.50. (Hair.et.all, 2014). The AVE value for the structure meets the requirement, which is greater than 0.50.

The findings of this study's discriminant validity test where the square root of AVE for each construct is greater than the correlation value between components. Consequently, discriminant validity is fulfilled.

2. Results of Structural Model Analysis and Hypothesis Testing

By examining the structural model's goodness of fit (GOF) value, researcher may test the structural model's hypotheses. GOF test results indicate that RMSEA is in the good category, while SRMR and CMIN/DF are in the excellent category. As reported by (Hair.et.all, 2014). If at least two GOF indexes are tested for the model, the model is considered practicable; hence, the structural model in this study has met the GOF index requirements.

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a. Regression test results

TABLE IV
Regression test results

Beta	Estimate
SCA ← SCM	0,208
SCA ← ITC	0,173
SCA ← Innovation	0,53

Source: Data Processed by AMOS 26

The results of the regression test indicate that the regression coefficient value of Supply Chain Management (SCM) is +0.208, indicating that Supply Chain Management (SCM) has a positive influence on Sustainable Competitive Advantage (SCA); therefore, the better the management of SCM, the greater the Sustainable Competitiveness. Advantage SCA. The regression coefficient value of Information Technology Capability (ITC) is +0.173, which indicates that Information Technology Capability (ITC) has a positive effect on SCA. Consequently, the greater the IT capability of the respondent (managers of culinary SMEs in Surakarta), the greater the Sustainable Competitive Advantage (SCA). The results of the regression test also indicate that the innovation regression coefficient has a value of +0.53, indicating that innovation has a positive effect on Sustainable Competitive Advantage (SCA). This means that the higher the product innovation ability, process innovation, and marketing innovation of the culinary MSME managers in Surakarta, the higher the Sustainable Competitive Advantage (SCA) of the culinary SMEs.

b. Hypothesis Testing Results

TABLE V
Hypothesis Testing Results

P-value and t Value	Estimate	S.E.	P Label
SCA ← SCM	0,409	0,095	***
SCA ← ITC	0,189	0,053	***
SCA ← Innovation	0,663	0,062	***

Source: Data Processed by AMOS 26

Based on the results of the t-test, the influence of Supply Chain Management (SCM) on Sustainable Competitive Advantage (SCA) is significant (***p < 0,001), indicating that SCM has a significant effect on

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SCA, stated that “Supply Chain Management (SCM) has a significant effect on Sustainable Competitive Advantage (SCA) in Culinary MSMEs in Surakarta”; hence, the null hypothesis H1 was accepted.

The findings of the t-test of the influence of Information Technology Capability (ITC) on Sustainable Competitive Advantage (SCA) show ***p < 0.001, this means Information Technology Capability (ITC) has a significant effect on Sustainable Competitive Advantage SCA, hence H2 which states "Information Technology Capability (ITC) has a significant effect on Sustainable Competitive Advantage (SCA) in Culinary MSMEs in Surakarta” was accepted.

The findings of the t-test evaluating the influence of Innovation on Sustainable Competitive Advantage (SCA) indicate ***p < 0,001, indicating that Innovation has a significant impact on SCA. SCA Thus, the hypothesis H3 was accepted, which reads, "Innovation has a significant effect on the Sustainable Competitive Advantage (SCA) in Culinary MSMEs in Surakarta" was accepted.

Figure 2 illustrates the influence of Supply Chain Management (SCM), Information Technology Capability (ITC), and Innovation on Sustainable Competitive Advantage (SCA).

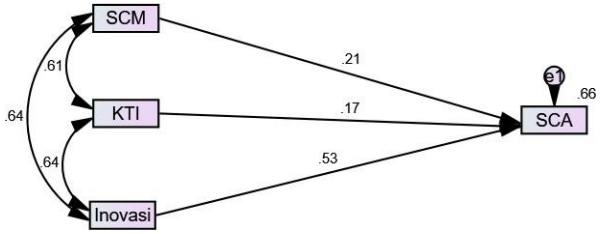

Figure 2. Testing the effect of SCM, ITC and Innovation on SCA

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TABLE VI
Summary of Hypotheses Test Results

Hypothesis	Question	Result
H1	Supply Chain Management (SCM) has a significant effect on Sustainable Competitive Advantage (SCA) in Culinary MSMEs in Surakarta	Supported
H2	Information Technology Capability (ITC) has a significant effect on Sustainable Competitive Advantage (SCA) in Culinary MSMEs in Surakarta	Supported
H3	Innovation has a significant effect on the Sustainable Competitive Advantage (SCA) in Culinary MSMEs in Surakarta	Supported

Source: Data Processed by AMOS 26

Discussion

The findings indicate that Supply Chain Management (SCM) has a positive and significant effect on Sustainable Competitive Advantage (SCA). Therefore, if the Culinary MSME management in Surakarta enhance their Supply Chain Management (SCM), their Sustainable Competitive Advantage (SCA) will increase as well. Improving Supply Chain Management (SCM) management can be accomplished by strengthening the alignment of supplier partnership strategies, enhancing customer relationships, paying closer attention to the quantity and quality of information sharing, and focusing more on the level of information sharing. By improving the management of Supply Chain Management (SCM), the increase in Sustainable Competitive Advantage (SCA) can be observed in the increasing ability of Culinary MSMEs in Surakarta to achieve low costs in their business and the increasing ability of Culinary MSMEs in Surakarta to differentiate their products. Surakarta in the speed with which it responds to market changes and the growing capacity of Culinary MSMEs in Surakarta to achieve manufacturing process and product marketing efficiency). This study confirms the findings of (Tukamuhabwa et al., 2021), (Reklitis et al., 2021), and (Jamaludin, 2021), whose studies indicate that Supply Chain Management (SCM) has a positive and statistically significant impact on Sustainable Competitive Advantage (SCA).

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The data analysis results also indicate that the Information Technology Capability (ITC) possessed by the Culinary MSME management in Surakarta have a positive and significant impact on Sustainable Competitive Advantage (SCA). Therefore, if the Culinary MSME managers in Surabaya enhance their IT skills, their Sustainable Competitive Advantage (SCA) capabilities will increase. In this study, IT capability is measured using the following indicators: IT infrastructure capability, IT and business alignment, and proactive IT capability. Sustainable Competitive Advantage (SCA) is measured using the following indicators: low cost and production process efficiency differentiation. If the Culinary MSME managers in Surakarta improve their capabilities in information technology infrastructure, improve their ability to align their IT with the business they are doing, and improve their proactive IT skills, for example by following technological developments the available information, it will increase their capacity for Sustainable Competitive Advantage (SCA): the capacity to maintain a competitive advantage over time. This study confirms the findings of (Lee & Yoo, 2021) and (Hartani et al., 2021) that IT capability has a positive and statistically significant effect on Sustainable Competitive Advantage (SCA). This study's findings also support. RBT stands for Resource-Based Theory. In RBT, it is suggested that organizations can employ four resources to attain Sustainable Competitive Advantage (SCA), namely: 1) Culture, which consists of a complex set of values, beliefs, assumptions, and symbols that define how the company does business. 2) Mutual confidence that neither party will take advantage of the weakness of the other. 3) Human Resources, valuable, rare, and difficult to imitate human resources. Information Technology (IV) Customer Switching Costs, Access To Capital, Proprietary Technology, Technical It Skills, and Managerial IT Skills are sources of Sustainable Competitive Advantage (SCA) based on information technology. In the RBV, it is underlined that among the five pillars of information technology that contribute to the development of Sustainable Competitive Advantage (SCA), Managerial IT Skills are the most important.

Additionally, the findings demonstrate that innovation has a positive and significant impact on Sustainable Competitive Advantage (SCA). Innovation in

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this study includes product innovation, process innovation, and marketing innovation. Indicators of product innovation, including: 1) creating products that are superior than those of competitors. 2) Create a product that is unique on the market. 3) Develop innovative product features for consumer happiness. 4) Create product novelty for a competitive edge. If the research results are relevant, then if the culinary MSME managers in Surakarta improve their ability to develop products that are superior to competitors, improve in developing products that are different from the market, increase in developing product novelty for customer satisfaction, and improve their ability to develop product novelty, then the ability of MSMEs in Sustainable Competitive Advantage (SCA) will also increase. If the Culinary MSME managers in Surakarta increase their ability to innovate in their production processes, which includes: the ability to increase the efficiency of the production process, the ability to increase delivery accuracy, and the ability to increase logistics processes related to shipping, then the MSME's ability to be a Sustainable Competitive Advantage (SCA) will increase as well. The results of the t-test analysis also indicate that if the marketing of Culinary MSME managers in Surakarta improves their marketing innovation capabilities, which include: increased ability in product design updates, increased packaging innovation capabilities, increased their ability to update pricing techniques, increased their ability to update pricing techniques for current products and/or new products, and increased their ability to update promotional techniques, then their marketing innovation capabilities will be enhanced. This means that Sustainable Competitive Advantage (SCA) can be increased through innovation activities (product innovation, process innovation, and marketing innovation). The results of this study support Porter's assertion that organizations can innovate in order to achieve a Sustainable Competitive Advantage (SCA). They also support the findings of (Kuncoro & Suriani, 2018), (Na et al., 2019) and (Teguh et al., 2021) that innovation encourages SCA.

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Conclusion

This is an explanatory study that aims to analyze the relationship between Supply Chain Management (SCM), Information Technology Capability (ITC), and Innovation and Sustainable Competitive Advantage (SCA). In 2020, a sample of 301 Culinary MSME managers registered with the Surakarta Cooperatives and MSMEs Service, but only 282 respondent data qualified for study. Using SEM AMOS 26 software, the data was analyzed.

The study's results indicated that all hypotheses were supported. H1 which states "Supply Chain Management (SCM) has a significant effect on Sustainable Competitive Advantage (SCA) in Culinary MSMEs in Surakarta" is accepted. These results indicate that if the Supply Chain Management (SCM) capability of Culinary MSME actors in Surakarta increases, then the Culinary MSME's Sustainable Competitive Advantage (SCA) capability in Surakarta will also increase. H2 which states “Information Technology Capability (ITC) has a significant effect on Sustainable Competitive Advantage (SCA) in Culinary MSMEs in Surakarta" received. These results indicate that if Information Technology Capability (IT infrastructure capabilities, information technology alignment capabilities with business and proactive IT capabilities) of Culinary MSME actors in Surakarta increase, then the Culinary MSME's Sustainable Competitive Advantage (SCA) capability in Surakarta will also increase. H3 which states "Innovation has a significant effect on the Sustainable Competitive Advantage (SCA) in Culinary MSMEs in Surakarta" is accepted. These results indicate that if the innovation capability (product innovation, process innovation and marketing innovation) of Culinary MSME actors in Surakarta increases, then the Culinary MSME's Sustainable Competitive Advantage (SCA) capability in Surakarta will also increase.

The contribution of this research is that the results of this study may be utilized to develop recommendations for Culinary MSME managers in Surakarta in order to attain or enhance a Sustainable Competitive Advantage (SCA), particularly in a business environment with a high degree of competition. This study's findings also contribute to the advancement of economics, particularly the

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study of efforts to attain or enhance Sustainable Competitive Advantage (SCA) in terms of Supply Chain Management (SCM), Information Technology Capability (ITC), and Innovation. The findings of this study are also anticipated to be applicable to future studies, particularly those focusing on MSMEs.

It is expected that future research will be able to build upon the outcomes of this study by involving MSMEs from disciplines other than the culinary industry. In addition to adding research objects, it is expected that future research will include additional independent factors besides Supply Chain Management (SCM), Information Technology Capability (ITC), and Innovations, which have been examined in this study.

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