An Analysis of the Effect of Quality Management System Implementation on Corporate Performance through *Competitive Advantage* (A Study at PT. Persada Engineering & Contracting)

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Abstract:- The globalization paradigm has entered all aspects of life. The current increased competition is very intense, along with changing consumer tastes, socio-economic changes and technological advances creating various business opportunities and challenges. PT Persada Engineering & Contracting has not met the quality performance target as set or has become the company standard. The consistent deterioration of the product quality from 2017-2019 shows that the quality management system implementation has not been optimal in the company.

This study aims to examine the effect of *customer focus*, *supplier focus*, *process management*, *quality assurance*, *competitive advantage* on *corporate performance*. As well as to assess the *customer focus*, *supplier focus*, *process management*, *quality assurance* on corporate performance through *competitive advantage*. This study adopts a quantitative approach with the type of *explanatory research*. The population of this study is the employees of PT. Persada Engineering & Contracting totaling 53 employees. The sample method used (*probability sampling*) and the sampling techniques was simple random sampling.Through the Structural Equation Model (SEM) approach with measurement model using the Smart PLS program version 3.2.8.

The results showed that *Customer focus* has a positive effect on the corporate performance, *Supplier focus* has a positive and insignificant effect on the corporate performance, *Process management* has a positive effect on the corporateperformance, *Quality assurance* has a positive effect on the corporate performance, *Competitive advantage* has a positive effect on the corporateperformance, *Consumer focus* has a positive and insignificant effect on the corporateperformance through *competitive advantage*, *Supplier focus* has a positive and insignificant effect on the corporate performance hrough*competitive advantage*, *Process management* has a positive and insignificant effect on the corporateperformance through *competitive advantage*, *Quality assurance* has a positive effect on corporateperformance through *competitive advantage*.

I. INTRODUCTION

The globalization paradigm has entered all aspects of life. The current increased competition is very intense, along with changing consumer tastes, socioeconomic changes, and technological advances, creating various business opportunities and challenges. This competition has forced the company to become the best from other competitors in order to survive in the era of globalization. Companies are facing the current phenomenon of not achieving the quality performance targets as established or become the company standard. The figure below shows the condition for achieving the quality targets of PT. Persada Engineering & Contracting in 2017-2019.

Companies are forced to become the best among other competitors in order to survive in the era of globalization and an era of intense competition. The company can take ways to be the most superior by implementing a good corporate strategy, thus it gains competitive advantage. One form of strategy that can encourage companies to survive is by applying an advantage in competition. Gradually, this competitive advantage is the corporate strategy in obtaining the final goal efficiently, namely performance that createsmaximum profit.

According to Prayhoego and Devie (2018), "So that the company to be able to compete and perform well, it can be supported by implementing Total Quality Management (TQM), meaning through an integrated approach to obtain and maintain high quality output, focus on maintenance, continuous improvement and failure prevention at all levels and functions of the company, in order to meet or exceed consumer expectations." Pt. Persada Engineering & Contracting has not met the quality performance target as set or become the company standard. This is reflected in some complaints from clients over the results of the service work given and some work that was not completed on time

Figure 1:- Achievement of Quality Targets in 2017 – 2019
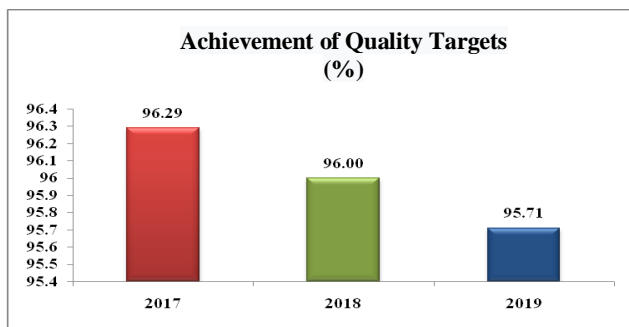
Based on figure 1, the company experienced a consistent deterioration in product quality from 2017-2019, this indicates that the quality management system implementation has not been optimal in the company. Furthermore, in connection with the customer complaints, in picture 2 presented customer complaints of PT. Persada Engineering & Contracting, as follows:

Figure 2:- Customer Complaints Data 2017 – 2019
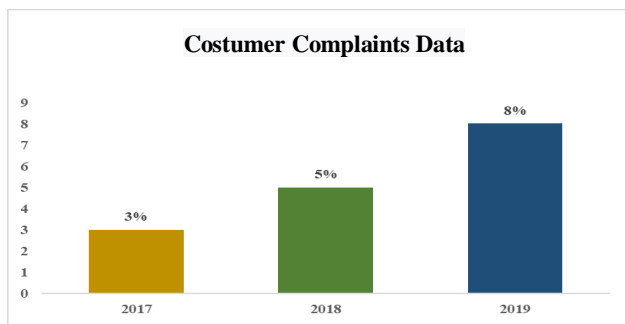
It is known that customer complaints graph in 2018 has increased (8%) from the previous year. It shows that the high number of customer complaints reflects the quality of service and support for management has not been implemented effectively and perfectly. From the explanation, the researchers are interested in conducting research to analyze the causal relationship between the quality management systems implementation, corporate performance and competitive advantage. Thus, the researchers formulated the title of the study regarding: "An Analysis of the Effect of Quality Management System Implementation on Corporate Performance through Competitive Advantage (A Study at PT. Persada Engineering & Contracting).

II. REVIEW OF LITERATURE

A. Corporate performance

According to Jahanshahi, et al. (2012) "The company's performance is the actual result or output produced by a company which is then measured and compared to the expected results or output." Furthermore Aprizal (2018:87) states "the purpose of measuring the corporate performance is to find out what the company has successfully achieved in a certain period."

B. Competitive Advantage

According to Munizu (2013) "*Competitive advantage* is the extent to find out the organization which is able to create a defensive position over its competitors which includes the organization's ability to differentiateitself from its competitors and is the result of critical management decisions." The competitive advantage of an organization can determine the corporate performance. Therefore, the competitive advantage created by TQM practices should be able to improve the corporate performance.

C. Quality Management System Implementation

Quality Concept

According to Sahir et.al. (2020:23) "Quality is the level of good level or bad of products produced or services provided to customers. The highest quality by itself, then this quality needs to be managed properly." The Quality management systems are called *total quality management* (TQM).

Research Framework

Table 1 Research Framework
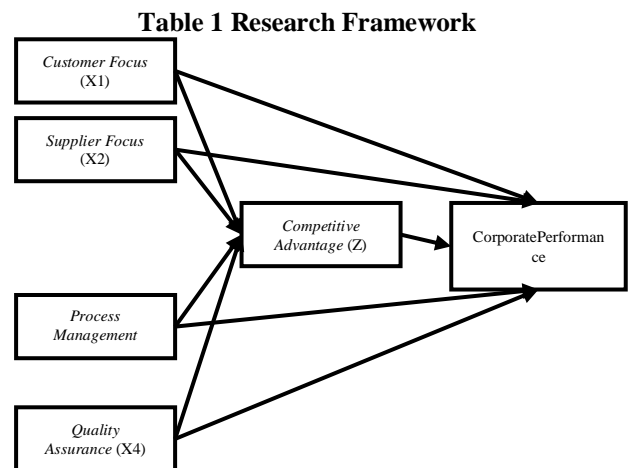
Hypothesis:

H1 : *Consumer focus* has a positive effect on corporate performance.

H2 : *Supplier focus* has a positive effect on corporate performance.

H3 : *Process management* has a positive effect on corporate performance.

H4 : *Quality* Assurance has a positive effect on corporate performance.

H5 : *Competitive advantage* has a positive effect on corporate performance.

H6 : *Consumer focus* has a positive effect on corporate performance through *competitive advantage*.

H7 : *Supplier focus* has a positive effect on corporate performance through *competitive advantage*.

H8 : *Process management* has a positive effect on corporate performance through *competitive advantage*.

H9 : *Quality assurance* has a positive effect on corporate performance through *competitive advantage*.

III. RESEARCH METHOD

The research approach used quantitative with the type of *explanatory research* which the function is to explain the causal relationship between variables by testing the hypothesis. The population of this study was the employees of PT. Persada Engineering & Contracting totaling 53 employees. The sampling method used non-probability sampling; the samples taken were 53 people. The data in this study are primary and secondary. Obtaining primary data through numbers or questionnaires to be filled in by respondents, then secondary data is a data collection technique by collecting literature used to support the primary data. Data analysis used structural equation modeling (SEM) using the Smart PLS version 3.2.9 program.

IV. RESULTS AND DISCUSSION

Validity Test

Table 2 *Loading factor* Values

Variable	Indicator	Outer Loading	Limit	Result
Customer Focus (X1)	CF1	0,838	> 0,7	Valid
	CF2	0,807	> 0,7	Valid
	CF3	0,874	> 0,7	Valid
	CF4	0,817	> 0,7	Valid
	CF5	0,884	> 0,7	Valid
	CF6	0,735	> 0,7	Valid
	CF7	0,740	> 0,7	Valid
Supplier Focus (X2)	SF1	0,862	> 0,7	Valid
	SF2	0,874	> 0,7	Valid
	SF3	0,863	> 0,7	Valid
	SF4	0,849	> 0,7	Valid
	SF5	0,818	> 0,7	Valid
Process Management (X3)	PM1	0,824	> 0,7	Valid
	PM2	0,842	> 0,7	Valid
	PM3	0,847	> 0,7	Valid
	PM4	0,816	> 0,7	Valid
Quality Assurance (X4)	QA1	0,948	> 0,7	Valid
	QA2	0,918	> 0,7	Valid
	QA3	0,924	> 0,7	Valid
	QA4	0,879	> 0,7	Valid
Corporate Performance (Y)	KP1	0,816	> 0,7	Valid
	KP2	0,788	> 0,7	Valid
	KP3	0,775	> 0,7	Valid
	KP4	0,749	> 0,7	Valid
	KP5	0,919	> 0,7	Valid
	KP6	0,911	> 0,7	Valid
Competitive Advantage (Z)	CA1	0,874	> 0,7	Valid
	CA2	0,888	> 0,7	Valid
	CA3	0,851	> 0,7	Valid
	CA4	0,792	> 0,7	Valid
	CA5	0,860	> 0,7	Valid
Source: Results of Data Processing with *SmartPLS*3.2.9 (2020)				

The AVE *value* of the research model for each variable is> 0.5, meaning that the AVE value in the *discriminant validity* test has been met in the next test.

The second stage of validity testing is *discriminant validity*. The following are the results of the discriminant validity of the value of *cross-loading* between the indicators and their respective constructs.

Table 4 Cross Loading Value of Each Variable and Research Model Constructions

	Customer Focus	*Supplier Focus*	*Proces Management*	*Quality Assurance*	*Corporate performance*	*Competitive Advantage*
CA1	0.845	0.845	0.795	0.838	0.853	0.874
CA2	0.816	0.825	0.754	0.858	0.844	0.888
CA3	0.822	0.894	0.823	0.852	0.857	0.851
CA4	0.686	0.711	0.793	0.716	0.785	0.792
CA5	0.766	0.788	0.815	0.785	0.832	0.860
CF1	0.838	0.750	0.791	0.798	0.814	0.789
CF2	0.807	0.675	0.691	0.706	0.728	0.711
CF3	0.874	0.775	0.766	0.834	0.833	0.807
CF4	0.817	0.706	0.772	0.718	0.764	0.726
CF5	0.884	0.862	0.785	0.817	0.838	0.821
CF6	0.735	0.736	0.606	0.692	0.688	0.658
CF7	0.740	0.773	0.670	0.767	0.755	0.743
KP1	0.822	0.798	0.786	0.746	0.816	0.783
KP2	0.748	0.771	0.760	0.793	0.788	0.806
KP3	0.687	0.725	0.815	0.716	0.775	0.799
KP4	0.754	0.763	0.760	0.713	0.749	0.686
KP5	0.853	0.869	0.822	0.897	0.919	0.890
KP6	0.862	0.860	0.807	0.902	0.911	0.884
PM1	0.707	0.706	0.824	0.674	0.764	0.735
PM2	0.832	0.828	0.842	0.769	0.834	0.794
PM3	0.760	0.766	0.847	0.762	0.818	0.841
PM4	0.668	0.818	0.816	0.727	0.758	0.727
QA1	0.879	0.868	0.828	0.948	0.906	0.904
QA2	0.846	0.877	0.806	0.918	0.883	0.858
QA3	0.870	0.878	0.828	0.924	0.888	0.889
QA4	0.843	0.829	0.774	0.879	0.855	0.837
SF1	0.884	0.862	0.785	0.817	0.838	0.821
SF2	0.795	0.874	0.819	0.809	0.839	0.875
SF3	0.766	0.863	0.813	0.794	0.829	0.818
SF4	0.830	0.849	0.767	0.862	0.846	0.822
SF5	0.668	0.818	0.816	0.727	0.758	0.727

Source: Results of Data Processing with SmartPLS 3.2.9 (2020)

Therefore, the conclusion is that all latent constructs shows the good *discriminant validity* because they can predict their block indicators better than other block indicators.

Reliability Test

Based on the PLS method, the reliability of the indicators of this study is in accordance with the composite reliability and Cronbach's alpha values for each indicator block. The rule of thumb for alpha or composite reliability values must be> 0.7 although a value of 0.6 is still acceptable.

Table 5 The Composite Reliability Value of the Research Model

Variable	*Composite Reliability*	Limit	Result
Customer Focus	0,932	> 0.7	Reliable
Supplier Focus	0,931	> 0.7	Reliable
Process Management	0,900	> 0.7	Reliable
Quality Assurance	0,955	> 0.7	Reliable
Corporate Performance	0,929	> 0.7	Reliable
Competitive Advantage	0,931	> 0.7	Reliable

Source: The Anaysis is usingSmartPLS 3.2.9 (2020)

The composite reliability value of the research model shows that each variable already has a composite reliability value of> 0.7, meaning that the research model has met the composite reliability value.

The next reliability test is Cronbach's alpha value test. The construct is declared reliable if it has a Cronbach's alpha value> 0.60 (Ghozali, 2012).

Table 6 *Cronbach's Alpha* Value of Research Model

Variable	Cronbach's Alpha	Limit	Result
Customer Focus	0,915	> 0.6	Reliable
Supplier Focus	0,907	> 0.6	Reliable
Process Management	0,852	> 0.6	Reliable
Quality Assurance	0,937	> 0.6	Reliable
Corporate Performance	0,907	> 0.6	Reliable
Competitive Advantage	0,906	> 0.6	Reliable

Source: Results of Data Processing using SmartPLS 3.2.7 (2020)

The Cronbach's alpha value of the research model shows that each variable has a Cronbach's alpha value >0.6 which means this model has met the Cronbach's alpha value. So, it can be concluded that the model has met the composite reliability criteria and Cronbach's alpha value, meaning that this research model has met reliability criteria and reliable measuring instrument.

Determination Test Coefficient / R Square (R2)

Inner model evaluation through the coefficient of determination is to measure the model capability to explain the variance of the dependent variable. The value of the coefficient of determination is between 0 and 1. The score of R^2 is close to 1, meaning how much the hypothesized independent variable in the equation can relate to the dependent variable. The test results are shown in table 7 below:

Table 7 Scpre R Square (R^2) Value of the Research Models

| Variable	R-Square
Corporate Performance	0,986
Competitive Advantage	0,947

Source: The analysis is using SmartPLS3.2.8 (2020)

The R-square value on the corporate performance (Y) is 0,986, which means 98,6% of corporate performance are influenced by *customer focus*, *supplier focus*, *process management*, *quality assurance* and *competitive advantage*. *The R-square value* on variable *competitive advantage* (Z) is 0,947, which means 94,7% of *competitive advantage* is influenced by *customer focus*, *supplier focus*, *process* *management*, and *quality assurance*, while the remaining 5,3% is influenced by other variables.

Hypothesis testing

Hypothesis testing inter-constructs through the *bootstrap resampling method*. By using tools SmartPls 3.2.8 we can see the value of *Path Coefficient*, that is the t-statistic value and the relationship between research variables.
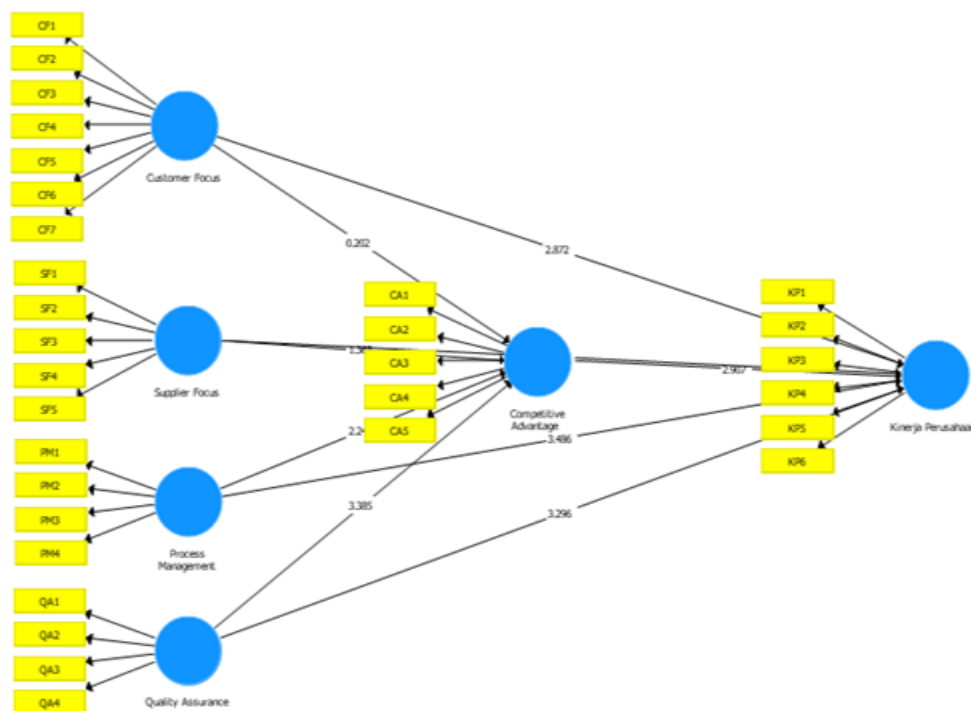
It can be seen more clearly in table table8 :

Table 8 Value of *Path Coefficient*, *t-Statistic*, and *P-Values*

	Original Sample (O)	Sample Mean (M)	Standard Dev. (STDEV)	T Statistics (|O/STDEV|)	P Value
Customer Focus -> Corporate Perfomance	0.164	0.164	0.057	2.872	**0.004**
Supplier Focus -> Corporate Perfomance	0.022	0.029	0.075	0.295	**0.768**
Process Management -> Corporate Perfomance	0.287	0.285	0.082	3.486	**0.001**
Quality Assurance -> Corporate Perfomance	0.250	0.248	0.076	3.296	**0.001**
Competitive Advantage -> Corporate Perfomance	0.301	0.298	0.103	2.907	**0.004**
Customer Focus -> Competitive Advantage -> Corporate Perfomance	0.006	0.014	0.033	0.187	**0.852**
Supplier Focus -> Competitive Advantage -> Corporate Perfomance	0.067	0.062	0.056	1.188	**0.235**
Process Management -> Competitive Advantage -> Corporate Perfomance	0.093	0.096	0.054	1.731	**0.084**
Quality Assurance -> Competitive Advantage -> Corporate Perfomance	0.135	0.127	0.062	2.181	**0.030**

Source: The Anaysis is using SmartPLS3.2.8 (2020)

The results of the hypothesis by using Smart PLS 3.2.8 can be seen below:

First Hypothesis (H1)

The value of t-statistics is 2.872 > the value of t table = 2,012, P-Values = 0.004 < from α = 0,05. The coefficient value is 0.164 (positive) it means that customer focus variable has a positive effect for corporate performance 16,4%.

Second Hypothesis (H2)

The value of t-statistics is 0.295 >the value of t table = 2,012, P-Values = 0.768 > α = 0,05. The coefficient value is 0.022 (positive) it means that variable supplier focus has a positive effect for corporate performance 2.2%.

Third Hypothesis (H3)

The value of t-statistics is 3.486 >the value of t table = 2,012, P-Values = 0.001 < α = 0,05. The coefficient value is 0.287 (positive) it means that process management has a positive effect for corporate performance 28,7%.

Fourth Hypothesis (H4)

The value of t-statistics is 3.296 >the value of t table = 2,012, P-Values = 0.001 < α = 0,05. The coefficient value is 0.250 (positive) it means that quality assurance has a positive effect for corporate performance 25%.

Fifth Hypothesis (H5)

The value of t-statistics is 2.907 ><the value of t table = 2,012, P-Values = 0.004 < α = 0,05. The coefficient value is 0.301 (positive) it means that competitive advantage has a positive effect for corporate performance 30,1%.

Sixth Hypothesis (H6)

The value of t-statistics is 0.187 <the value of t table = 2,012, P-Values = 0.852 > α = 0,05. The coefficient value is 0.006 (positive) it means that consumer focus has a positive effect for corporate performance 6%.

Seventh Hypothesis (H7)

The value of t-statistics is 1.188 <the value of t table = 2,012, P-Values = 0.235 > α = 0,05. The coefficient value is 0.067 (positive) it means that supplier focus has a positive effect for corporate performance through competitive advantage that is 6,7%.

Eighth Hypothesis (H8)

The value of t-statistics is 1.731 <the value of t table = 2,012, P-Values = 0.084 > α = 0,05. The coefficient value is 0.093 (positive) it means that process management has a positive effect for corporate performance through competitive advantage that is 9,3%.

Ninth Hypothesis (H9)

The value of t-statistics is 2.181 >the value of t table = 2,012, P-Values = 0.030 < α = 0,05. The coefficient value is 0.135 (positive) it means that quality assurance has a positive effect for corporate performance through competitive advantage that is 13,5%.

V.   CONCLUSION

A. Conclusion

According to the results and discussion described above, the following conclusion can be drawn:

1. *Customer focus* has a positive effect on corporate performance.
2. *Supplier focus*has a positive effect but it has not significant effect on corporate performance.
3. *Process management*has a positive effect on corporate performance.
4. *Quality assurance*has a positive effect on corporate performance.
5. *Competitive advantage*has a positive effect on corporate performance.
6. *Consumer focus* has a positive effect but it has not significant effect on corporate performance tthrough*competitive advantage*.
7. *Supplier focus* has a positive effect but it has not significant effect on corporate performancethrough*competitive advantage*.
8. *Process management*has a positive effect but it has not significant effect om corporate performancethrough*competitive advantage*.
9. *Quality assurance*has a positive effect on corporate performancethrough*competitive advantage*.

B. Suggestions

1. For Management

For the company, we suggest to focus more on handling customer complaints and so that they are recorded properly and correctly. Because by performing the performance according to the standard expected by customer, it will maintain the company's quality. Companies can listen to their customer expectations and complaints, so that the services and products that are provided will be satisfied them. Customer feedback can be a powerful thing to make the company get bigger.

2. For the next researchers

We suggest for the next researchers to add independent variable like internal control system

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