

Research article

Rural management and agricultural development: Rural communities and aid

Competitive Advantage and Organizational Performance of the Small and Medium Enterprise Sector in Takkalasi Sub-District, Barru Regency

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Abstract: This research's main objective was to investigate supply chain management's influence on competitive advantage and organizational performance. In addition, this research examines how the influence of supply chain management on organizational performance is mediated by competitive advantage. This investigation was conducted on micro, small, and medium enterprises (MSMEs) located in Takkalasi Sub-district, Barru Regency, totaling 85 MSMEs. The research data were collected by distributing questionnaires to owners or managers of SMEs in Barru Regency, registered in the MSMEs Database of the Barru Regency Cooperatives and SMEs Service in 2022. The research findings showed quite a large impact of the supply chain management on the competitive advantage and organizational performance. Additionally, it is observed that competitive advantage plays an important role in influencing organizational performance. Specifically, competitive advantage was found to mediate the relationship between supply chain management and organizational performance.

Keywords: supply chain management; competitive advantage; organizational performance

巴鲁县塔卡拉西街道中小企业的竞争优势和组织绩效

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摘要:

本研究的主要目的是调查供应链管理对竞争优势和组织绩效的影响。此外，本研究还探讨了竞争优势如何调节供应链管理对组织绩效的影响。本次调查针对位于巴鲁县塔卡拉西分区的微型、小型和中型企业（中小微企业），共计85家微型、小型和中型企业（中小微企业）。研究数据是通过向巴鲁县中小企业所有者或经理发放问卷来收集的，这些中小企业于2022年在巴鲁县合作社和中小企业服务中心的中小微企业数据库中注册。研究结果表明，供应链管理对竞争力产生了相当大的影响。优势和组织绩效。此外，据观察，竞争优势在影响组织绩效方面发挥着重要作用。具体来说，竞争优势可以调节供应链管理和组织绩效之间的关系。

关键词：供应链管理; 竞争优势；组织绩效

1 Introduction

Accelerated economic growth in Indonesia has led to increasingly fierce competition among companies^[1]. The current competitive landscape is characterized by rapid changes driven by technological advancements, the globalization of trade systems, and global economic and political stability^[2]. This competition is no longer limited to the national level but also involves companies from various countries^[3,4]. This competition arises due to globalization and the promotion of free-market economics by organizations such as the ASEAN Economic Community (AEC), the World Trade Organization (WTO), the ASEAN Free Trade Area (AFTA), the Asia-Pacific Economic Cooperation (APEC), and others^[5].

The increasing level of competition among businesses is driving companies to achieve their best performance^[6]. Companies must develop a competitive advantage to generate superior economic value compared to their competitors^[7]. It is essential for companies to implement supply chain management optimally^[8]. The implementation of supply chain management can mitigate the impact of competition in the market as it can create a competitive advantage for the company^[9].

Companies can successfully achieve a competitive advantage through optimal and careful implementation of supply chain management^[10]. By doing so, companies can attain superior performance compared to their

competitors because supply chain management can reduce the total costs required to fulfill and meet customer needs^[11]. The concept of supply chain management encompasses all entities involved, both directly and indirectly, in fulfilling orders and meeting customer demands^[12]. The entities involved go beyond just manufacturers or suppliers; distribution, storage, sales, and even customers are part of this process^[13].

The use of supply chain management holds significant importance for companies aiming to enhance competitiveness within the industry, ultimately influencing the company's performance^[14]. Companies must carefully consider supply chain-related aspects to ensure that the implementation of supply chain management aligns with the company's ongoing strategies^[15]. The company's strategy serves as a guide in developing operations to effectively compete and secure the desired market position^[16]. By adopting a competitive advantage strategy, companies are expected to maintain a strong competitive position and enhance their performance in line with established targets^[17].

Research supporting the relationship between supply chain management, competitive advantage, and organizational performance:

1). Highlights that supply chain management practices and logistic integration have a positive and significant correlation with competitive advantage^[18]. In addition, supply chain management practices and logistic capabilities have a positive and significant relationship with

logistic integration. The authors also found that logistic integration, to some extent, acts as a mediator in the relationship between supply chain management practices and competitive advantage, as well as between logistic capabilities and competitive advantage^[19]. In conclusion, these three independent factors together explain 11% of the variation in SMEs' competitive advantages.

2). Found a significant relationship between supply chain management (SCM) and customer relationship management (CRM) and operational performance (OP)^[20]. However, the findings also indicate a positive but not significant relationship between cost accounting (CA) and operational performance. In developing countries, the business world tends to use SCM and CA as tools to achieve better operational performance^[21]. However, the relationship between CRM and operational performance is considered to be less meaningful. Therefore, in addition to SCM, CRM should also be considered an important factor in efforts to achieve optimal operational performance.

3). Found that by utilizing responsiveness to opportunities and threats (ROT) and responsiveness to advantages and threats (RAT), the concept of supply chain capability for agility (SCCA) is a second-level construct consisting of factors such as agility, adaptability, and supply chain alignment^[22].

Furthermore, the research results indicate that SCCA has a positive and direct impact on the financial and market performance of companies^[23]. These three studies emphasize the importance of effective supply chain management, logistic integration, adaptability, and customer relationship management in achieving competitive advantage and improving company performance^[24]. Moreover, the research primarily focuses on the need to integrate supply chain management, competitive advantage, and organizational performance, aiming to establish a strong relationship between the competitive advantage concept and organizational performance, ultimately enhancing business success through a comprehensive multidimensional approach^[25].

In this era of globalization, small and medium-sized enterprises (SMEs) operating in Barru Regency are capable of making a positive contribution to trade in Indonesia through the development of unique and innovative products^[26]. The Head of the Barru Regency Central Bureau of Statistics confirmed that the economic growth of Barru Regency reached 4.9% in 2022. The economic progress in this

region is driven by rapid growth of small and medium-sized enterprises (SMEs)^[27]. The economic growth of Barru Regency is fueled by the performance of SMEs, which have achieved a remarkable annual growth rate of 5.6%. The positive development of SMEs has led to increased competition, motivating them to make efforts in development to face the challenges of globalization and the growing competitiveness of the business environment^[28]. MSMEs in Barru Regency were expected to actively participate in the economy in 2023. During this situation, MSMEs in Barru Regency must be able to compete effectively in the era of globalization^[29].

For SMEs in Takkalasi Sub-district, Barru Regency, to optimize their performance, they should adopt an optimal supply chain management approach^[30]. The emphasis on this issue is intended to ensure that SME owners and managers in Takkalasi Sub-district, Barru Regency, can remain competitive in the increasingly fierce business environment. It is hoped that through improvements in the implementation of supply chain management and the application of competitive advantages in performance development processes, the resilience and well-being of SMEs in Barru Regency can be enhanced.

2 Literature Review

Supply chain management depicts the coordination of all activities in the supply flow, from the raw material stage to reaching satisfied consumers^[31]. Supply chain management encompasses various entities such as suppliers, manufacturing or service-providing companies, distribution companies, wholesalers, and retailers that facilitate products' or services' reaching the end consumers^[32]. Supply chain management is a series of approaches aimed at integrating suppliers, manufacturers, warehouses, and points of sale to ensure that goods are produced and distributed in the right quantity, at the right time, and at the optimal location, with the aim of minimizing costs and delivering service satisfaction to customers^[33]. Supply chain management also refers to the management of relationships from start to finish, from suppliers to consumers, with the goal of adding value to customers and reducing overall costs within the supply chain^[34].

Competitive advantage refers to a company's capability to effectively and efficiently meet customer needs through products or services that provide added value or at a lower cost. This reflects a company's ability to achieve higher economic outcomes than competitors in the same

market^[35]. Companies that sustain a competitive advantage can observe changes in market structure and choose successful marketing strategies. Competitive strategies maintain profit margins and positioning despite competition^[36].

Company performance is a comprehensive depiction of the company's condition during a specific period, which is the result or achievement influenced by the company's operational activities in optimizing its resources^[37]. Performance is a term commonly used to refer to some or all of the actions or activities undertaken by an organization over a period, with reference to specific standards such as past or projected costs, and with a focus on efficiency, responsibility, management accountability, and similar elements. Performance is the ability of work reflected through the achieved work results^[38]. According to Verweire, the concept of performance can be defined as "the process or manner of doing, extraordinary actions or achievements, the execution of a performance or other entertainment". Company performance refers to the execution of activities and achievements by a company over a specific period, comparing them against established standards^[39]. Company performance is expected to be measured objectively and depict the empirical situation of the company in various agreed-upon aspects. More specifically, company performance indicates the extent to which a company has a strong market orientation and achieves its predetermined financial goals^[40].

Previous studies have identified that various aspects of supply chain management, such as strategic cooperation with suppliers, information quality, and interactions with customers, have an impact on several components of company performance^[41]. The efficient and optimal implementation of supply chain management can enhance productivity, market share, and customer growth^[42]. Effective supply chain management can improve company performance through the use of five dimensions within the supply chain: supplier relationships, customer relationships, information sharing level, information level, and postponement^[43].

Effective implementation of supply chain management can enhance company performance^[44]. Research conducted on various companies in Surabaya indicates that many of these companies do not pay adequate attention to supply chain management aspects, particularly in the context of sustainable strategic partnerships with suppliers^[45]. Companies should periodically make continuous improvement efforts with their

suppliers to enhance the quality and excellence of products produced by these suppliers^[46]. The quality and excellence of products produced by suppliers significantly impact company performance, both in the production process and in product sales efforts.

Based on the above presentation, the researchers formulated the following hypothesis:

H1: Implementation of supply chain management has a significant influence on company performance.

Effective implementation of supply chain management has a positive and significant impact on achieving a competitive advantage in business competition. The effectiveness of supply chain management is influenced by several factors, such as product development, supplier relationship strategies, planning and control, production and distribution processes, information quality, and procurement processes^[48]. Effectively running supply chain management has the potential to enhance competitive advantage. This is evident through comprehensive integration in supply chain management, covering aspects of supplier and customer relationships, delay management, and maintaining quality levels. All of these factors contribute to a company's ability to sustain and strengthen its competitiveness in winning the market competition^[49].

Effective implementation of supply chain management in manufacturing companies in Surabaya can improve the competitiveness. Through developing relationships with suppliers and customers, supply chain management can enhance a company's capability to gain a competitive advantage. Based on this information, the researchers formulated the following hypothesis:

H2: Implementation of supply chain management has a significant influence on competitive advantage.

^[45] concluded that having a positive and significant competitive advantage influences company performance. Factors such as lower prices, high quality, fast delivery, and sustained product innovation have been proven to increase product sales and market share dominance^[50]. Success in product sales and market dominance serve as indicators for companies to achieve the desired performance that aligns with financial goals and market orientation. Competitive advantage arises from the added value that a company can create for customers or buyers through the dimensions of competitive advantage, which consist of price, quality, delivery reliability, marketing timing, and

product innovation^[51]. On the basis of the above elaboration, the researchers formulated the following hypothesis:

H3: Competitive advantage has a significant impact on company performance.

^[11] concluded that the influence of supply chain management can be greater when mediated through both direct and indirect methods, particularly through the indirect nature of competitive advantage. These findings support the hypothesis that competitive advantage serves as a significant mediator in the influence of supply chain management on company performance^[47]. ^[47] presented empirical evidence that indirect impact of supply chain management on company performance is greater than direct influence. The effect of supply chain management on company performance is indirectly mediated by competitive advantage involving cost, quality, flexibility, and quick responsiveness. Based on the above presentation, the researchers formulated the following hypothesis:

H4: Competitive advantage mediates the influence of supply chain management on company performance.

The research model in Fig. 1 illustrates the investigation of the impact of supply chain management on competitive advantage and company performance in small and medium enterprises in Barru Regency.



Fig. 1 Research model

3 Data and Methods

The objects of this research are small and medium enterprises in Takkalasi Sub-district, Barru Regency, which are registered in the Database of the Cooperatives and SMEs Agency of Barru Regency in 2022. The subjects used in this research were owners or managers of the small and medium enterprises in Barru Regency.

Population refers to the general domain that encompasses objects or subjects with specific qualities and characteristics defined by the researcher for investigation, with the aim of drawing conclusions^[52]. In the context of this research, the population consists of all small and medium enterprises located in Takkalasi Sub-district, Barru Regency, with 85 companies listed in the Directory Database of SMEs in Barru Regency for the year 2022.

This study used primary data, which refer to information obtained directly from the original source, either through interactions with

individuals, such as interviews, or questionnaire responses^[53]. These primary data consist of responses or feedback regarding statements related to supply chain management practices, competitive advantage, and company performance.

The validity test results indicated that all the questionnaire items were valid as the significance value was $p < 0.05$. This means that all the questionnaire items were suitable for measuring the variables of supply chain management, competitive advantage, and organizational performance^[52]. The reliability test found the three variables reliable as Cronbach's alpha was above ≥ 0.6 . This implies that the variables of supply chain management, competitive advantage, and company performance have good score consistency for each questionnaire item within each variable.

The data normality was tested using the one-sample Kolmogorov-Smirnov test, and the residuals were normally distributed if the significance level was greater than 0.05. The normality test results are presented in Tab. 1.

Tab. 1 Normality test results (Data processing, 2023)

	Unstandardized Residual	Conclusion
Asymp. Sing (2-tailed)	.216	Normal Data

A heteroskedasticity test was conducted to examine whether there was a variance inequality in the residuals of the regression model from one observation to another. The heteroskedasticity can be observed from the significance level between the squared log residuals and independent variable. If the result is not significant, or the p-value is greater than the alpha, there is no heteroskedasticity. The results of the heteroskedasticity test are presented in Tab. 2.

Tab. 2 Heteroscedasticity test results (Data processing, 2023)

Model	Sig.	Conclusion
Supply chain management	.904	Non-heteroscedasticities
	.408	Non-heteroscedasticities

Dependent variable: LNRES

Based on the heteroscedasticity test using the Park test in Tab. 3, there is no heteroscedasticity.

Tab. 3 Autocorrelation test results (Data processing, 2023)

Model	DW	dU	4-dU	Information
1	1.696	1.666	2.334	No autocorrelation

Predictor variables: KK (Z) and MRP (X)
Dependent variable: KP (Y)

The regression model does not experience

autocorrelation if the DW is between dU and $(4-dU)$. The Durbin-Watson value is 1.696, which means it is greater than the limit of 1.666 and less than $4-1.666$ ($4-dU$). From the data processing results in Tab. 3, it can be concluded that the regression model has passed or does not experience autocorrelation.

3.1 Testing Hypotheses 1 and 3 Using Multiple Linear Regression Equations

Multiple regression analysis was used to test the influence of supply chain management and competitive advantage on a company's performance as the dependent variable. The testing criteria are that the hypothesis is accepted when the significance level is < 0.05 . The regression equation can be written according to [56] as follows:

$$Y = a + bX + bZ + e$$

where:

Y - company performance;

a - constant;

X - supply chain management;

Z - competitive advantage;

b - regression coefficient;

e - error.

3.2 Testing Hypothesis 2 Using a Simple Linear Regression Equation

To assess the relationship between supply chain management and competitive advantage, the researchers employed simple linear regression analysis. Simple linear analysis was used to determine changes in the independent variable (variable X) based on known values of the dependent variable (variable Z). By using linear regression analysis, it is possible to measure changes in the dependent variable based on the independent variable. To determine the extent of the expected influence between variables X and Y, the simple linear regression formula is applied as follows:

$$Z = a + bX + e$$

where:

Z - competitive advantage;

X - supply chain management;

a - constant;

b - regression coefficient;

e - error.

3.3 Testing Hypothesis 4 Using the Path Analysis Method

The indirect effect of supply chain management on company performance through competitive advantage is that path analysis is used. Path analysis is an extension of multiple linear regression analysis or the use of regression

analysis to estimate causal relationships between variables that have been determined based on theory. In the formula, Supply Chain Management (X) is the independent variable, Competitive Advantage (Z) is the intervening variable, and Company Performance (Y) is the dependent variable.

Direct effect of X on Y = P1

Indirect effect of X to Z to Y = P2 x P3

where:

P1 - coefficient of influence of supply chain management on company performance;

P2 - coefficient of influence of supply chain management on competitive advantage;

P3 - coefficient of the influence of competitive advantage on company performance.

If the indirect influence is greater than the direct influence, then competitive advantage plays a mediating role in the influence of supply chain management on company performance and vice versa.

4 Results

The distribution of transfer funds to regions is in the form of special allocation funds, which include only operational assistance funds for educational units and village funds. One of them is a special non-physical allocation fund to increase the capacity of village financial institutions. Funds are allocated in the state revenue and expenditure budget to regions to help fund activities to increase the capacity of micro and small businesses, which are regional affairs. These funds are allocated to 1) encourage the transformation of informal to formal businesses for micro and small businesses; 2) accelerate the digitalization of micro and small businesses; 3) increase access to credit from formal financial institutions for MSMEs; 4) grow budding entrepreneurs.

The prospects for small and medium enterprises in Barru Regency continue to be accompanied by a rapid increase in the number of workers entering the sector. This indicates a need for a study that examines in depth the development, prospects, and factors that influence the performance of small and medium enterprises, especially during the COVID-19 pandemic. The development, prospects, and ability to survive in the informal sector are currently interesting to study in more depth. One step that can be taken is to examine the perceptions of small and medium business entrepreneurs regarding the factors that can influence their performance from a review of financial, marketing, environmental, human resources, and entrepreneurial approaches.

In this research, the respondents are managers or owners of all MSMEs in Takkalasi Sub-district, Barru Regency who have been registered in the Barru Regency MSME Database Directory for the year 2014 (BPS Barru, 2022). There were 85 registered respondents, but the researchers could distribute only 67 questionnaires, while 18 questionnaires remained undistributed. The undistributed questionnaires can be categorized as follows: 8 questionnaires were not distributed because the respondents were out of town, 3 questionnaires were due to businesses relocating, and 7 questionnaires were undistributed because their addresses could not be found. The majority of the respondents indicated that their roles were owner and manager, totaling 65 individuals or 97.01%, while the remaining two individuals were solely managers, accounting for 2.99%. Regarding the length of business operation, more than 10 years was reported by 43.28%, which equals 29 respondents. SMEs with business durations of 0-5 years numbered 11 or 16.24%, and those with 5.1–10 years amounted to 27 or 40.30%. As for the number of employees, 1-5 employees were reported by 49.26%, which means 65 SMEs had 1–5 employees. SMEs with 5–10 employees totaled 21-31.34%, and those with more than 10 employees totaled 13-19.40%.

4.1 Convergent Validity

After testing the questionnaire data using the SmartPLS 3.3.3 application, the test results are as follows. The variance in each question item connected to its respective indicators can be supported by each variable. With the validation of the strategic supplier partnership (SSP) variable as follows: the variance of SSP4 (value: 1.000) can be supported by the information quality (IQ) variables as follows: the variance of IQ1 (value: 0.851), IQ2 (value: 0.808), IQ3 (value: 0.842), and IQ4 (value: 0.521) can be supported by the information sharing (IS) variable as follows: the variance of IS4 (value: 1.000) can be supported by the price cost (PC) variable as follows: the variance of PC2 (value: 1.000) can be supported by the quality (QL) variables as follows: the variance of QL1 (value: 0.786), QL2 (value: 0.858), and QL3 (value: 0.845) can be supported by the delivery dependability (DD) variables as follows: the variance of DD1 (value: 0.885) and DD2 (value: 0.833) can be supported by the product innovation (PI) variable as follows: the variance of PI2 (value: 1.000) can be supported by the

time to market (TM) variables as follows: the variance of TM1 (value: 0.799) and TM2 (value: 0.791) can be supported by the product innovation (PI) variable as follows: the variance of PI2 (value: 1.000) can be supported by the Company Performance (CP) variables as follows: the variance of CP1 (value: 0.616), CP2 (value: 0.844), CP3 (value: 0.764), CP4 (value: 0.800), CP5 (value: 0.775), CP6 (value: 0.706), and CP7 (value: 0.712).

4.2 Composite Reliability

Composite reliability measurement can be used to assess internal consistency, where the traditional criterion for measuring internal consistency is Cronbach's alpha, and it presents an estimation of reliability based on the intercorrelations among observed indicator variables.

Tab. 4 shows that all constructs have Cronbach's alpha values above 0.6. Therefore, all the constructs meet the construct reliability statement in further testing.

Tab. 4 Composite reliability test results (Data processing, 2023)

Variable	Cronbach's Alpha	Composite Reliability
Supply Chain Management Practice	0.786	0.851
Composite Reliability	0.809	0.856
Company Performance	0.867	0.898

4.3 Hypothesis Testing

The hypothesis testing is based on the processing of the research data using the SmartPLS application version 3.3.3. Using the bootstrap resampling method, the t-statistical value is found and then compared with the t-table value t.

Tab. 5 shows an estimated coefficient value of 0.315 and a t-statistic value of 2.934 > the tabulated t-value of 1.992. Since the t-statistic value is greater than the tabulated t-value, it can be concluded that H1 is supported, indicating that supply chain management practices have a significantly positive influence on company performance. Next, an estimated coefficient value of 0.260 and a t-statistic value of 2.035 > the tabulated t-value of 1.992 were found. Since the t-statistic value is greater than the tabulated t-value, it can be concluded that H2 is supported, suggesting that supply chain management practices have a significantly positive influence on organizational competitive advantage.

Tab. 5 Hypothesis test results (Data processing, 2023)

	Original Sample (O)	T Statistic (O/STDEV)	p-Value	Information
SCMP → CP	0.315	2.934	0.004	H1 is accepted
SCMP → CA	0.260	2.035	0.042	H2 is accepted
CA → CP	0.465	4.320	0.000	H3 is accepted
Mediation	-0.063	0.627	0.531	H4 is rejected

Furthermore, an estimated coefficient value of 0.465 and a t-statistic value of 4.320 > the tabulated t-value of 1.992 were discovered. Additionally, because the t-statistic value is greater than the tabulated t-value, H3 is supported, indicating that organizational competitive advantage has a significantly positive influence on company performance. Finally, an estimated coefficient value of -0.063 and a t-statistic value of 0.627 < the tabulated t-value of 1.992 were identified. As the t-statistic value is smaller than the tabulated t-value, it can be concluded that H4 is supported, suggesting that organizational competitive advantage has a non-significant negative influence in mediating the relationship between supply chain management practices and company performance.

5 Discussion

The first hypothesis was that supply chain management significantly influences company performance. On the basis of the results of partial testing, it is found that the supply chain management variable has a positive and significant influence on company performance. Therefore, the higher the level of supply chain management, the better the company's performance. Because of its significant impact, the supply chain management variable is crucial for SMEs to consider when enhancing their company's performance, both financially and operationally. This demonstrates that supply chain management has a significant positive influence on company performance^[54].

Supply chain management is the coordination of all activities in the supply chain, starting from raw materials and ending with satisfied customers. Supply chain management includes suppliers, manufacturing or service providers, distributor companies, wholesalers, and retailers who deliver products or services to end consumers.

MSMEs in Takkalasi Sub-district, Barru Regency, have implemented supply chain management to maintain good relationships with suppliers, which can enhance their performance in achieving cost targets and production levels. MSMEs in Takkalasi Sub-district, Barru Regency prioritize customer satisfaction by implementing supply chain management and understanding customer preferences. This enables SMEs to

achieve company performance by delivering products that align with customer perceptions and cover the entire market scope.

The second hypothesis was that supply chain management has a positive and significant influence on competitive advantage. On the basis of the results of partial testing, it is found that the supply chain management variable has a positive but non-significant influence on competitive advantage. Therefore, the better the implementation of supply chain management, the higher the competitive advantage. MSMEs in Takkalasi Sub-district, Barru Regency implement supply chain management by maintaining good relationships with suppliers, which strengthens their bargaining power and allows them to obtain cheaper production materials, resulting in more affordable and competitive products compared to competitors, thereby enhancing their competitive advantage.

MSMEs manage their supply chain by producing modular or customizable products, which can enhance their competitive advantage in meeting changing customer demands and accommodating new product features. Effective supply chain management by maintaining supplier relationships can improve the timely and quality distribution of goods or services. Any errors in information sharing and the distribution of goods or services can lead to a decline in product and service quality, resulting in a decrease in competitive advantage. Therefore, the implementation of supply chain management significantly affects a company's competitive advantage. The higher the level of supply chain management, the greater the competitive advantage for MSMEs.

The third hypothesis was that competitive advantage has a significant influence on company performance. Based on the results of partial testing, the competitive advantage variable has a positive and significant influence on company performance. Therefore, the higher the competitive advantage, the better the company's performance^[55]. Because of its significant impact, the competitive advantage variable must be improved and maintained to capture the market and enhance company performance. MSMEs need to pay attention to the quality and pricing of products or services to align them with customer perceptions and achieve sales and profit targets,

thus improving company performance. MSMEs provide products as per orders and can adapt their offerings to meet client preferences to enhance company performance by delivering products or services in line with customer perceptions. Therefore, by enhancing their competitive advantages, companies can achieve higher levels of sales, profits, production, and cost efficiency. Thus, the higher the competitive advantage, the better the performance of MSMEs.

The fourth hypothesis was that competitive advantage mediates the influence of supply chain management on company performance. Based on the results of Sobel's test, competitive advantage can mediate the influence of supply chain management on company performance in MSMEs in Takkalasi Sub-district, Barru Regency. Therefore, the fourth hypothesis is confirmed and accepted. The results of the path analysis indicate that the indirect influence is smaller than the direct influence.

Supply chain management has a greater influence on company performance when mediated through competitive advantage in manufacturing companies in Yogyakarta. The results showing that the indirect influence is smaller are supported by the understanding of managers in manufacturing companies in Yogyakarta regarding the implementation of supply chain management, which focuses on enhancing competitive advantage. The implications of this research indicate that supply chain management plays a significant role in improving company performance. This is because SMEs offer neutral or competitive pricing, similar quality, and often introduce new products simultaneously, resulting in a smaller mediated influence than direct influence. SMEs in Takkalasi Sub-district, Barru Regency prioritize the implementation of supply chain management in terms of supplier relationships, customer satisfaction, and sharing information with suppliers, which can enhance both market and operational performance^[57].

The positive impact on society because of the existence of a business from an economic aspect is that it will provide opportunities to increase people's income. Meanwhile, for the government, the positive impact that will be obtained is from the economic aspect of generating income. Apart from that, the government also feels helped by having someone who regulates and manages unexplored natural resources. The negative impact of a business in terms of the economic aspect is excessive exploration of natural resources and the influx of workers from outside the area, thereby reducing

opportunities for surrounding communities. The positive impact of a business based on the social aspect of the public review is the availability of necessary facilities and infrastructure such as the construction of roads, bridges, electricity, and other facilities. The negative impact of a business in terms of the social aspect of the review government is the existence of demographic changes in a region, cultural change, and public health. With the establishment of a business^[58], economic and social benefits provide more benefits than loss. External factors, namely aspects of government policy, socio-cultural and economic aspects, and aspects of the role of related institutions, have a significant and positive influence on internal factors of micro- and small businesses, with a contribution of 0.980 or 98%. The external factors have a significant and positive influence on the performance of micro- and small businesses, with a contribution of 0.254 or 25.4%^[56]. The internal factors, namely human resource aspects, financial aspects, operational and technical aspects, and market and marketing aspects, have a significant and positive influence on the performance of micro- and small businesses, with a contribution of 0.792 or 79.2%.

6 Conclusions

In conclusion, this analysis explores the relationship between supply chain management, competitive advantage, and company performance in SMEs in Takkalasi Sub-district, Barru Regency.

6.1 Influence of Supply Chain Management on Company Performance

The first hypothesis suggests that supply chain management significantly impacts company performance. The research findings confirm this hypothesis, indicating that effective supply chain management positively influences a company's financial and operational performance. This aligns with prior studies, supporting the idea that supply chain management plays a crucial role in enhancing company performance.

6.2 Influence of Supply Chain Management on Competitive Advantage

The second hypothesis proposes that supply chain management affects competitive advantage. Although the research shows a positive relationship, it is not statistically significant. However, it suggests that improving supply chain management can enhance a company's competitive advantage. This finding aligns with previous research indicating that effective supply

chain management can contribute to competitive positioning.

6.3 Influence of Competitive Advantage on Company Performance

The third hypothesis suggests that competitive advantage significantly affects company performance. The research confirms this hypothesis, highlighting the importance of maintaining and improving competitive advantage to enhance market performance, sales, and profitability. This finding aligns with previous studies emphasizing the role of competitive advantage in driving company performance.

6.4 Competitive Advantage Mediates the Influence of Supply Chain Management on

Company Performance

The fourth hypothesis proposes that competitive advantage mediates the relationship between supply chain management and company performance. The research supports this hypothesis, indicating that competitive advantage plays a mediating role. This aligns with earlier research suggesting that competitive advantage can serve as a bridge between effective supply chain management and improved company performance. Overall, this study underscores the significance of supply chain management in SMEs and its indirect influence on company performance through competitive advantage. It highlights the importance of optimizing supply chain processes to enhance a company's competitiveness and ultimately improve its overall performance.

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