

## THE INFLUENCE OF TOTAL QUALITY MANAGEMENT AND SUPPLY CHAIN MANAGEMENT ON OPERATIONAL PERFORMANCE MEDIATED BY COMPETITIVE ADVANTAGE IN OIL AND GAS COMPANIES

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### Abstract

This study aims to examine the effect of total quality management (TQM), supply chain management (SCM) on Operational performance mediated by competitive advantage. This approach uses a quantitative approach. The population in this study were workers and partners in the oil and gas sector. The data analysis technique used was non- probability sampling with purposive sampling technique. The results of this study are Total Quality Management(TQM) has a positive effect on Operational Performance (OP), Supply Chain Management (SCM) has a positive effect on Operational Performance (OP), TQM has a positive effect on Competitive Advantage (CA), SCM has a positive effect on CA, Competitive Advantage (CA) on Operational Performance (OP) has a significant positive relationship, is statistically significant, there is a significant positive effect of Supply Chain Management (SCM) on Operational Performance through Competitive Advantage mediation. Theoretically, this research enriches the scientific references on the relationship between the implementation of TQM, SCM, and operational performance, especially in the context of the oil and gas industry and adds a new perspective on how competitive advantage acts as a mediator in the relationship. And practically, it identifies the most relevant and effective TQM and SCM practices for oil and gas companies in achieving sustainable competitive advantage.

**Keywords:** Total Quality Management, Supply Chain Management, Operational Performance, Competitive Advantage

## INTRODUCTION

The oil and gas (O&G) industry plays an important role in the global economy, serving as a major source of revenue for many resource-rich countries. (PPSDM Migas, 2021). However, challenges in supply chain management (SCM), implementation of quality standards, and operational efficiency often hinder optimal performance. A lack of synchronization between suppliers and demand, low transparency, and limited human resources are obstacles that need to be addressed. (Regulation of the Minister of Energy and Mineral Resources of the Republic of Indonesia No. 2 of 2022)

The application of management strategies such as Total Quality Management (TQM) and Supply Chain Management (SCM), which focus on quality, efficiency, and collaboration, are recognized as potential solutions to improve operational performance and competitiveness. By integrating TQM and SCM, companies can meet quality demands, optimize processes, and gain competitive advantage amid increasing global competition.

Quoted from *Jakarta Top Business*, 2020, the implementation of governance, risk management, and compliance (GRC) in company management is realized through the principles of Total Quality Management (TQM). TQM is implemented to realize the company's strategy and business objectives.

Supply chain management issues are operational problems that often affect companies, because products that should be delivered quickly to consumers become delayed if supply chain management does not run properly. This confirms that operational performance plays an important role for companies. Therefore, it can be indicated that operational performance has an important role in the company. This is in line with the opinion expressed by Rahadi (2012:76) in the journal (Zainuddin, 2020)

In Porter's theory of national competitiveness, he starts from the belief that classical economic theories that explain comparative advantage are insufficient, or even inaccurate. According to Porter, a country gains competitive advantage (CA) if the companies within it are competitive. The competitiveness of a country is determined by the ability of its industries to innovate and improve capabilities. Companies gain (CA) through pressure and challenges.

This research is important because these issues are a priority as they are directly related to achieving the company's strategic goals, industrial sustainability, and its contribution to the national economy. Research on this issue will provide insights, practical solutions, and policy guidelines to improve competitiveness and efficiency in the oil and gas sector. The O&G industry requires an integrated strategy in Total Quality Management (TQM), Supply Chain Management (SCM), Operational Performance, and Competitive Advantage to face global challenges and improve operational efficiency through the achievement of competitive advantage.

This research aims to provide insights, practical solutions, and policy guidelines to improve competitiveness and efficiency in the oil and gas sector. The O&G industry requires an integrated strategy in Total Quality Management (TQM), Supply Chain Management (SCM), Operational Performance, and Competitive Advantage to face global challenges and improve operational efficiency through the achievement of competitive advantage.

## REVIEW OF LITERATURE

### Total Quality Management (TQM)

The application of quality management has been built on the concept of integrated quality management theory. The concept and theory of integrated quality management are derived from the principles of quality development initiated by quality gurus (Crosby, Feigenbaum, Ishikawa, Deming, and Juran). Quality is not only determined by the labor involved in the production process, but also by the lowest management functions directly or indirectly involved in the business process. The role of top management is to allocate all available resources, select the best management process options to be implemented in the business process, and build the company's vision and mission. Total Quality Management is one of the keys to success in entering the global market for companies/business organizations, and to achieve that success, TQM implementation can be carried out based on its three (3) working components:

1. **Customer focus:** All process performance is aimed at meeting customer needs, wants, and expectations. Customers can be external (those who pay for a product/service) or internal (the next party in a process chain in a business activity).
2. **Total participation in the organization:** In traditional work organizations, workers expect their contributions and job satisfaction to be understood and assessed—this applies to managers, supervisors, technicians, and operational workers. The total participation concept enhances human resource engagement with quality process targets for their tasks and responsibilities, while also being accountable for achieving high productivity and increased product/process value.
3. **Continuous improvement:** Performance standards are aimed at achieving perfection.

As with quality, definitions of TQM also vary. TQM is defined as the integration of all management functions, all departments of a company, and all individuals into a holistic philosophy built on the concepts of quality, teamwork, productivity, and customer satisfaction. (Ramlawati, 2020)

Quality Management is a continuous process in which top management takes the necessary steps to establish and meet standards that fulfill or exceed the needs and expectations of their customers, both external and internal (Mensah et al., 2012). Another definition by Zhang et al. (2012) states that total quality management is a strategic approach that enhances organizational performance and includes a series of technical and socio-cultural factors (Tortorella et al., 2020).

### Supply Chain Management (SCM)

SCM is a field of study focused on the efficiency and effectiveness of the flow of goods, information, and money occurring simultaneously. SCM is an approach that integrates material management processes for production and product distribution to consumers (Pujawan & Mahendrawathi, 2017).

SCM is the management of activities to transform raw materials into in-process goods or semi-finished products and finished goods, then distributing those products to consumers through a distribution system. SCM encompasses all processing stages, from the procurement of raw materials to the distribution of finished goods to end consumers (Panjaitan et al., 2022). According to Leppe & Karuntu (2019), integrating the acquisition of materials and services, converting them into intermediate and final products, and delivering them to customers is known as supply chain management. Zulkarnaen et al. (2020) define SCM as a

strategy to effectively connect suppliers, manufacturers, warehouses, and other storage locations (distributors, retailers, and resellers) so that goods can be produced and distributed in the right quantity, at the right time, and at the right place to minimize costs and meet customer needs.

### **Competitive Advantage (CA)**

Competitive advantage is the ability acquired through a company's characteristics and resources to achieve higher performance than other companies in the same industry or market. The advantage over competitors is referred to as a competitive advantage. This can be achieved by delivering greater value at a higher price, providing more customer value, or reducing prices.

Cost leadership, differentiation, and focus are the three competitive advantage strategies categorized by Porter. Cost leadership involves offering products or services at lower prices than competitors without sacrificing quality. Differentiation refers to creating products or services distinct from competitors. The idea is that businesses should focus more on specific market segments. Porter's strategies require comprehensive organizational arrangements, control procedures, and systems. Small businesses often compete through focus, while larger companies with access to vast resources typically compete through cost leadership or differentiation (Wirapraja et al., 2021).

Competitive Advantage is a company's ability to implement strategies to use resources as effectively as possible to gain an advantage over competitors (Li et al., 2006). Sustainable competitive advantage depends on three main characteristics of organizational resources and capabilities:

1. **Durability:** the period over which a sustainable competitive advantage can maintain its position among competitors,
2. **Transferability:** the ability of individuals or organizations to enhance their competitive advantage, and
3. **Replication:** the ability of a company or organization to implement strategies that cannot be imitated or acquired in the market (Sandler, 2003 in journal by Indra Tjahyanto, 2017).

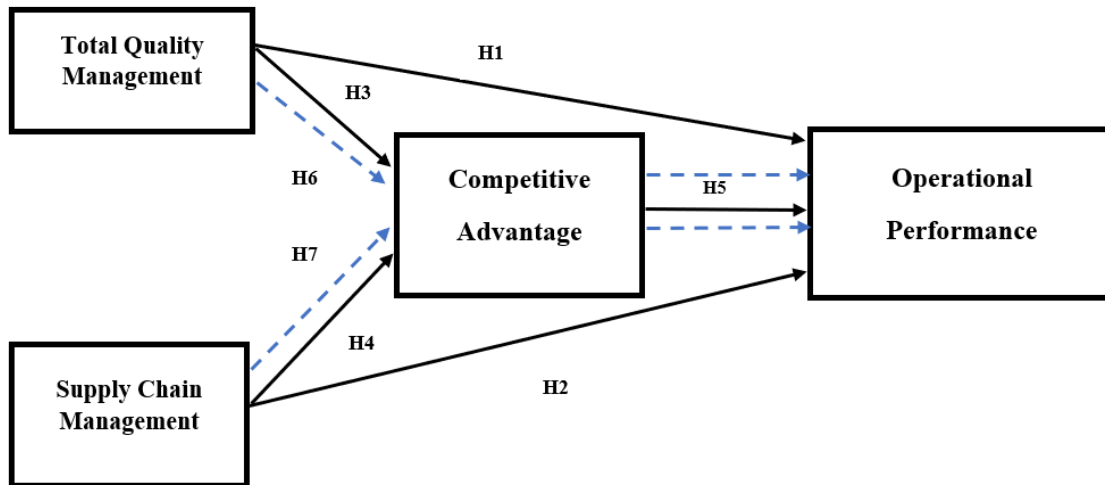
### **Operational Performance (OP)**

An organization's operations require time to achieve superior status. Operational performance is indirectly related to financial performance (Zhang and Xia, 2013; Radnor and Barnes, 2007). An organization's performance is distinguished based on four dimensions: quality, cost, delivery, and flexibility (Nabass and Abdallah, 2018; Chavez et al., 2013). The main goal of operations is to reduce costs and improve efficiency in daily operations.

Operational performance also shows how efficiently a large amount of raw materials can be transformed into innovative and high-quality finished goods in a timely manner with minimal waste (Prajogo et al., 2012; Green et al., 2011; Zhu et al., 2008).

According to Schroeder et al. (2012 in Yuyus Journal, 2023), operational performance is measured based on quality, cost, delivery, flexibility, and innovation. According to Ferdows and De Meyer (1990 in Trattner & Kappe, 2013), operational performance is measured through cost, quality, inventory, speed, flexibility, and delivery. Wibowo (2016) stated that performance is the result of an assignment that expresses the output to achieve maximum results in operational performance. Armstrong (1998 in Wibowo, 2016) mentioned several factors influencing performance, including personal factors related to skills and motivation, which are managed in the field of production of goods and services using specific

tools and techniques. Based on the literature review above, the conceptual framework in this study is:



**Figure 1.**  
**Conceptual Framework**

### Hypothesis Development

There are various forms of Total Quality Management (TQM). TQM is defined as the integration of all management functions, all parts of a company, and all individuals into a holistic philosophy built on the concepts of quality, teamwork, productivity, and customer satisfaction (Ramlawati, 2020).

According to research by Sharma (2019), TQM has a positive impact on operational performance, which is also supported by Mulugeta (2019), stating that TQM positively influences operational performance. Srinivas et al. (2019) conducted an empirical study to test a model that could help Indian oil companies implement quality management practices. They found that top management commitment, employee involvement, and employee training are key success factors in implementing TQM.

**H1: Total Quality Management (TQM) has a positive effect on operational performance**

Supply Chain Management (SCM) is a field of study that focuses on the efficiency and effectiveness of the flow of goods, information, and funds that occur simultaneously. SCM is an approach that integrates the management of materials for production and distribution of products to consumers (Pujawan & Mahendrawathi, 2017).

According to Serlin (2023), SCM also has a positive and significant effect on company operational performance. This aligns with Amalina (2024), who also found a positive influence of SCM on operational performance. Similarly, Wulandari et al. (2016) found that supply chain management significantly impacts company operational performance.

**H2: Supply Chain Management (SCM) has a positive effect on operational performance**

TQM also affects competitive advantage. This is based on the assertion that TQM is a paradigm that can maximize a company's competitiveness by focusing on customer

satisfaction, employee involvement, and continuous improvement in product quality. Furthermore, Attiany (2014) stated that TQM plays a significant role in helping organizations achieve competitive advantage by fostering a better mindset. This is supported by Amna et al. (2022), who found that TQM has a significant effect on competitive advantage due to its ability to deliver high-quality service and results to customers. Based on research by Bagas et al. (2023), TQM positively influences competitive advantage.

### **H3: Total Quality Management positively affects competitive advantage**

Supply Chain Management encompasses all activities aimed at coordinating the supply chain to maximize competitive advantage and customer benefits (Heizer et al., 2015). Through strategic partnerships and co-programming, companies can improve their chances of developing competitive advantages and managing environmental uncertainty effectively (Uddin & Akhter, 2019). Research by Tukamuhabwa et al. (2021) stated that SCM impacts organizational performance and competitive advantage through cost, quality, delivery reliability, time to market, and product innovation. Li et al. (2006) also noted that implementing SCM such as strategic supplier partnerships can enhance competitive advantage by improving supplier performance and reducing time to market. Bagas et al. (2023) further confirmed that SCM positively affects competitive advantage.

### **H4: Supply Chain Management positively affects competitive advantage**

Competitive advantage refers to the pursuit of a favorable and sustainable competitive position within an industry as a competitive arena. It involves applying strategies that reduce costs, exploit market opportunities, and neutralize threats. A company can gain competitive advantage if it successfully designs and implements such strategies. Sulistyowati et al. (2020) found that competitive advantage positively affects company performance. Salachudin et al. (2024) also found that competitive advantage has a positive influence on operational performance.

### **H5: Competitive advantage has a positive effect on operational performance**

Salachudin et al. (2024) found that TQM positively influences operational performance through competitive advantage. According to Bagas (2023), TQM positively impacts organizational performance when mediated by competitive advantage. Prayhoego & Devie (2013) stated that there is a significant relationship between TQM and competitive advantage, as well as between organizational performance and competitive advantage. To achieve good organizational performance, companies must have strong competitiveness, innovation, and excellent customer service. TQM has an indirect effect on operational performance through competitive advantage, with a coefficient value of 0.145. This finding supports previous research by Susilo (2019).

### **H6: Total Quality Management positively affects operational performance mediated by competitive advantage**

Salachudin et al. (2024) found that SCM positively influences operational performance through competitive advantage. Previous research by Quynh & Huy (2018) revealed a significant influence of SCM on competitive advantage and organizational performance, as well as a significant relationship between competitive advantage and organizational performance. Jamaludin (2021) also stated that SCM has a positive and significant impact on organizational performance through competitive advantage—by enabling an organization to produce and distribute in the right quantity, at the right location, and at the right time, with high quality, thus increasing customer satisfaction, competitive

advantage, and ultimately, company performance. Supply Chain Management has an indirect effect on operational performance through competitive advantage with a value of 0.131. This result supports earlier findings by Susilo (2019).

### **H7: Supply Chain Management positively affects operational performance mediated by competitive advantage**

## **RESEARCH METHOD**

The research method used in this study is a quantitative approach. The sampling technique used is non-probability sampling with purposive sampling, targeting employees and partners in the oil and gas sector. Data was collected through an online survey using Google Forms. The total number of respondents was 381. The data were obtained from questionnaire distribution. Hypothesis testing was conducted using Structural Equation Modeling (SEM) with SPSS and AMOS software.

## **RESULTS AND DISCUSSION**

The validity tests conducted showed that all research instruments used are valid and reliable. The reliability test indicated that the Cronbach's Alpha coefficients for Total Quality Management (TQM), Supply Chain Management (SCM), Operational Performance (OP), and Competitive Advantage (CA) all have values above 0.6, thus all variables in this study are considered reliable. The Goodness of Fit test showed that, based on the measured criteria, values such as RMSEA, CMIN/DF, and AIC indicate that the model meets the goodness-of-fit requirements, while other models were found to be less fitting. Therefore, the research could be continued (Hair Jr et al., 2014). The results of the hypothesis testing are shown in the table below:

**Table 1.**  
**Hypothesis Testing Results**

	<b>Hypothesis Description</b>	<b>Estimate</b>	<b>p-value</b>	<b>Conclusion</b>
H1	TQM -> OP	0.147	0.000	Supported
H2	SCM -> OP	0.441	0.000	Supported
H3	TQM -> CA	0.509	0.000	Supported
H4	SCM -> CA	0.147	0.000	Supported
H5	CA -> OP	0.147	0.000	Supported
H6	TQM -> CA -> OP	3.820	0.000	Supported
H7	SCM -> CA -> OP	3.248	0.000	Supported

### **Effect of Total Quality Management (TQM) on Operational Performance**

The hypothesis test results indicate a positive estimated coefficient of 0.147 and a p-value of 0.000. This shows a statistically significant and positive relationship between TQM and OP. TQM is defined as the integration of all management functions, all parts of a company, and all individuals into a holistic philosophy built on the concepts of quality, teamwork, productivity, and customer satisfaction (Ramlawati, 2020). Improving the quality of organizational products and services is fundamental to business success (Androwis et al., 2018). Another study (Al-Dhaafri & Al-Swidi, 2016) states that TQM is regarded as one of the three most important management strategies contributing to obtaining quality products and services. According to Sharma (2019), and consistent with Mulugeta (2019), TQM

positively impacts operational performance. Bagas (2023) also finds that TQM has a positive influence on organizational performance, while Srinivas et al. (2019) conducted an empirical study with Indian oil companies, finding that top management commitment, employee involvement, and training are key success factors in TQM implementation that enhance operational performance. TQM helps organizations achieve a competitive advantage over competitors to reach sustainable operations (Yadav et al., 2018; Nadarajah & Kadir, 2014). Elhuni and Ahmad (2014) researched TQM implementation in Libya and found a research gap in developing countries, especially outside manufacturing and services. They aimed to fill this by studying TQM implementation in the oil and gas sector. TQM success factors are organization-specific and require a framework grounded in critical factors: top management commitment, employee participation, customer-oriented processes, and a culture of continuous improvement (Adil Al Busaidi, 2024). Their findings conclude that lack of management commitment and inadequate resources are main obstacles to effective TQM implementation. In line, Abubakar & Ebigenibo (2019) highlight top management commitment, employee awareness, and involvement as key TQM success factors.

#### **Effect of Supply Chain Management (SCM) on Operational Performance**

This shows an estimated coefficient of 0.441 with a p-value of 0.000, indicating SCM has a positive effect on operational performance significantly contributing to its improvement. This aligns with Pujawan & Mahendrawathi (2017), who define SCM as a field focusing on the efficiency and effectiveness of goods, information, and funds flow in real-time management for production and distribution. Foud et al. (2015) studied the relationship between TQM, SCM, and organizational performance in an Iraqi oil pipeline company, finding significant correlations among them. These results align with Serlin (2023) and Amalina (2024), both of whom found that SCM significantly and positively influences operational performance, as does Wulandari et al. (2016) and Foud et al.'s study (in Albusaidi, 2022).

#### **Effect of Total Quality Management (TQM) on Competitive Advantage (CA)**

This shows an estimated coefficient of 0.509 and a p-value of 0.000, indicating that TQM positively influences competitive advantage. This aligns with the view that TQM can maximize competitiveness through customer satisfaction, employee involvement, and continuous quality improvement. Attiany (2014) states that TQM plays a critical role in helping organizations gain a competitive edge through better mindset development. Amna et al. (2022) find that TQM significantly affects competitive advantage by providing high-quality service and outcomes that create competitive edge. Bagas et al. (2023) supports this, showing TQM positively influences competitive advantage. According to Adil Albusaidi (2022), TQM receives attention from organizations striving for excellence seen as a key driver of maintaining competitive advantage in the market.

#### **Effect of Supply Chain Management (SCM) on Competitive Advantage (CA)**

This shows an estimated coefficient of 0.147 and a p-value of 0.000, indicating SCM has a moderately positive and statistically significant influence on CA. Effective supply chain coordination enhances competitive advantage and benefits for end consumers (Heizer et al., 2015). Through strategic partnerships and co-programming, firms can improve competitive advantage and manage environmental uncertainty (Uddin & Akhter, 2019). Tukamuhabwa et al. (2021) find that SCM impacts both organizational performance and competitive advantage through cost, quality, delivery reliability, time to market, and product innovation.

Li et al. (2006) suggest strategic supplier partnerships under SCM can enhance competitiveness and reduce time to market, with similar findings by Bagas et al. (2023). The oil and gas industry is highly complex; while SCM enhances efficiency, its influence on competitive advantage may be moderated by other factors like technology, regulation, or market conditions. Optimizing SCM practices and considering additional competitive levers may be necessary to maximize impact.

#### **Effect of Competitive Advantage (CA) on Operational Performance**

This shows an estimated coefficient of 0.147 and a p-value of 0.000, indicating CA has a positive effect on operational performance. Competitive advantage involves achieving a favorable and sustainable competitive position through strategies that reduce costs, exploit market opportunities, and neutralize threats. Sulistyowati et al. (2020) and Salachudin et al. (2024) find competitive advantage positively boosts organizational performance and operational performance, respectively. Y. Pramana (2015) and Alsoboa et al. (2015) also confirm positive effects. Alawadi et al. (2019) link increased CA to better assessment of organizational strengths, weaknesses, opportunities, threats, and competitive forces, supporting its positive effect on performance.

#### **Effect of Total Quality Management (TQM) on Operational Performance, Mediated by Competitive Advantage (CA)**

This shows a strong estimated coefficient of 3.820 with a p-value of 0.000, indicating a significant mediated effect. CA significantly mediates the TQM → OP relationship. Salachudin et al. (2024) confirm TQM positively affects operational performance through CA. Prayhoego & Devie (2013) show significant links among TQM, CA, and organizational performance, emphasizing the need for competitiveness and innovation. Bagas (2023) similarly finds TQM positively affects organizational performance when mediated by CA. In the oil and gas industry, TQM emphasizes continuous improvement, service quality, and operational efficiency, directly strengthening competitive positioning and driving significant improvements in operational performance through CA.

#### **Effect of Supply Chain Management (SCM) on Operational Performance, Mediated by Competitive Advantage**

This shows an estimated coefficient of 3.248 with a p-value of 0.000, indicating SCM has a strong positive mediated effect. Enhancing SCM practices significantly boosts operational performance through CA. Quynh & Huy (2018) and Jamaludin (2021) support this, finding SCM significantly influences CA and organizational performance, and that SCM improves production and distribution in terms of timing, location, quantity, and quality, thereby increasing CA and organizational performance.

### **CONCLUSION**

This study conducted among oil and gas companies involved respondents mostly male, under 30 years old, predominantly staff with 11–20 years of service, and mostly holding a Bachelor's degree. Seven hypotheses were tested, all supported by data. Results demonstrate that TQM and SCM significantly impact operational performance and competitive advantage. Of these, SCM has the greatest direct effect on Operational Performance (coefficient = 0.441,  $p = 0.000$ ), highlighting its critical role in operational efficiency and effectiveness. TQM has the greatest direct effect on Competitive Advantage (coefficient = 0.509,  $p = 0.000$ ), indicating its importance in creating market distinction and

competitive positioning. When mediated by competitive advantage, TQM's influence on operational performance is strongest (coefficient = 3.820,  $p = 0.000$ ), showing that TQM combined with CA delivers impactful operational improvements. These findings underscore the importance of implementing robust TQM and SCM practices to enhance both operational performance and competitiveness in industries like oil and gas.

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