

# The Aftermath of Management Actions on Competitive Advantage through Process Attributes at Food and Beverage Industries Export Import in Perak Harbor of Surabaya

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**Abstract:** The objectives of this study is to analyze information quality, customer relationship management on product quality, responsiveness, competitive advantage. This research type is a causal research with a quantitative approach. Population obtained from 82 export and import businessmen in Perak. Sample of study was taken with a saturated sampling technique, so the number of samples was 82 people. Data collection was carried out using a questionnaire. The data analysis technique used is PLS analysis. The results in this study indicate that: (1) information quality has a significant effect on product quality; (2) information quality has a significant effect on responsiveness; (3) customer relationship management has a significant effect on responsiveness; (4) product quality has a significant effect on responsiveness; (5) product quality has a significant effect on competitive advantage; (6) responsiveness has a significant effect on competitive advantage.

**Keywords:** Information Quality, Customer Relationship Management, Product Quality, Responsiveness, Competitive Advantage.

## INTRODUCTION

Indonesia is a developing country where it will not be separated from the wheels of international economic activity. This indicated an increase in international trade. Commonly, the forms of international trade are exports and imports. Export is selling goods produced outside the region of origin, while imports are goods or services from outside a country that enter the country. Imports of a country are influenced by people's income, the higher the income the more imports will be carried out (Sukirno, 2012).

The food industry became the biggest contributor to the achievement of the export value of the processing industry in February 2020, which reached US \$ 2.45 billion or contributed 22.26 percent (Nurchahya, 2020). In February 2020, food industry exports rose 8.94 percent compared to January 2020 (Nurchahya, 2020). Food sector is also the biggest contributor to the foreign exchange of the manufacturing industry reaching US \$ 4.7 billion. This figure is up compared to the same period in 2018 of US \$ 4.3 billion (Yunianto, 2020).

Companies gain competitive advantage by providing products or services in a way that values customers more than competitors (Munizu, 2014).

Kaleka in Ismail, Alam, and Hamid (2017) explains that companies must rely on their capacity to develop competitive advantage to achieve superior performance in this market. The company's competitive advantage is related to offering the customer's value from the company relative to the customer value offered by its competitors.

The leading purpose of an organization in creating competitive advantage, based on its resources and capabilities, is to gain competitiveness and achieve different positions regarding performance in the business market (Hosseini, Soltani, & Mehdizadeh, 2018). Kim in Jie and Cox (2013) described that industries that are undergoing rapid change, various aspects that are worth testing are needed. This includes strategic supplier partnerships, customer relations, information sharing, information quality and lean systems. Improvements in process attributes such as flexibility, efficiency, food quality and responsiveness might be expected. Furthermore, the relationship of these process attributes with competitive advantage.

Today's competition requires companies to be able to provide competitiveness to other companies in capturing the hearts of consumers, one of which is through good design and quality that is able to meet their needs (Budiman & Radi, 2014). Ibrahim in Nashwan and Haslinda (2017) argue that close relationships with customers require strong

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coordination between information technology (IT) and marketing departments to retain customers for a long time. Therefore, in achieving CRM, many organizations use a set of tools, technology, and procedures to support customer relationships to increase sales.

Good regional financial management will affect the progress of an area. Regional financial management that is carrying out economically, efficiently and effectively or meets the principles of value for money and participation, transparency, accountability and justice will be able to encourage economic growth and its implications for the public welfare level. The ability level of an area can be measured by the regional revenue amount. The regional government efforts in exploring regional capacity can be measured using local government financial ratios analysis (Daengs *et al.*, 2020:12450).

## THEORY REVIEW

### Quality Information

Information quality has attributes such as information obtained from a system, information accuracy, information relevance, timeliness, and completeness of information. Information quality is often a key dimension regarding end-user satisfaction instruments. As a result the quality of information is often not distinguished as a unique construction but is measured as a component of user satisfaction (Pawirosumarto, 2016). Li in Pawirosumarto (2016), asserts quality information is information that is accurate, clear, detailed, relevant, easily obtained, timely, up to date and in accordance with user needs.

### Customer Relationship Management

Customer Relationship Management (CRM) is a concept grounded on philosophy of using a combination of customers and marketing to build relationships (Nashwan & Haslinda, 2017). Concept of CRM is inseparable from the concept of Relationship marketing. According to Tunggal, this concept conveys that the main goal targeted by all CRM strategies is economic motives, namely that companies are able to manage the consumer baseline to identify, satisfy and successfully maintain their most profitable customers and consumers become loyal to the product. Zinkmund, McLeod, and Gilbert in Sirait, (2018) depict that CRM is a process of gathering information to increase understanding of how to process organizational relationships with consumers.

### Product Quality

Kotler and Armstrong in Rinandiyana; Kurniawan; dan Kurniawati (2016) affirm the meaning of product quality is the ability of a product to perform its function, that includes overall product durability, reliability, precision, ease of operation and repair, and other valuable attributes. Deming in Budiman and Radi (2014) explains that quality is the suitability of goods or products with market or consumer needs. Companies must really understand what they want and need for a product that will be produced.

### Responsiveness

Responsiveness, the desire of staff to help customers and provide services responsively. Zeithaml in Tjiptono (2015) explains responsiveness is the company's ability by their employees to provide services quickly and responsively. Responsiveness can foster a positive perception of the quality of services provided.

### Competitive Advantage

Business success lies in their ability to have several advantages relative to their competitors. Achieving competitive advantage is the goal of strategy and superior performance will automatically be generated from competitive advantage (Warraich, Warraich, & Asif, 2013). Lubit in Oriarewo, Agbim, and Zever (2014) notes that competitive advantage is increasingly being found in knowing how to do things, rather than having special access to resources and markets. Competitive advantage itself has two different but interrelated meanings. The first understanding emphasizes excellence or superior in terms of resources and expertise owned by the company. Companies that have competence in the fields of marketing, manufacturing, and innovation can make it as a source to achieve competitive advantage.

## METHOD

### Research Design

This type of research is causal research. According to Sugiyono (2016:11) causal research is a type of cause and effect research because there is a relationship of variables to objects, so in this study there are independent and dependent variables. Quantitative methods can be interpreted as research methods based on the philosophy of positivism, used to examine populations or specific samples, collecting

data using research instruments, analyzing quantitative / statistical data, with the aim of testing hypotheses that have been established.

## Population and Sample

### Population

Population is a generalization area that consists of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2016). Population are 82 export and import businessmen in Perak.

### Sample

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2016). In this study the sampling technique that was taken was the saturation sampling technique that is the technique of determining the sample if all members of the population were used as samples (Sugiyono, 2016). Thus, the sample used in this study was 82 export and import business people in Perak.

### Definition of Variable Operations

Stand on the previous explanation, it is known there are two variables, the dependent variable and the independent variable. Following is the definition of each research variable used:

#### 1. Quality Information ( $X_1$ )

The Strategic Supplier Partnership in this study was measured through several indicators that refer to Jogiyanto in Fendini, Kertahadi, and Riyadi (2013), are:

- a. Output Accuracy
- b. Timeliness of output
- c. Relevance of output

#### 2. Customer Relationship Management ( $X_2$ )

Customer Relationship Management in this study is measured through several indicators that refer to Chaffey in Tjiptono (2015), are:

- a. Identification
- b. Individualization
- c. Interaction
- d. Integration
- e. Integrity

#### 3. Product Quality ( $Z_1$ )

Product Quality in this study measured through several indicators that refer to Garvin in Rinandiyana *et al.* (2016), are :

- a. Performance
- b. Durability
- c. Serviceability
- d. Distinctive Additional Features
- e. Aesthetics
- f. Perceived Quality
- g. Conformance
- h. Reliability

#### 4. Responsiveness ( $Z_2$ )

Responsiveness in this study measured through several indicators that refer to Tjiptono (2015), are :

- a. The time certainty of service delivery is clearly informed
- b. Immediate / fast service from company employees
- c. Willing to help customers
- d. Employees are able to respond to customer requests

#### 5. Competitive Advantage (Y)

Competitive Advantage in this study is measured through several indicators that refer to Kaleka in Ismail *et al.* (2017), are :

- a. Cost
- b. Product
- c. Service advantage

### Data Types and Sources

Data type that used is quantitative and the data needed is primary data. Primary data can be defined as data collected from original sources for a particular purpose (Kuncoro, 2009:13). This study uses primary data obtained from filling out questionnaires by import-export business people in Perak.

### Method of Collecting Data

Data collection method in this study is use a survey method by distributing questionnaires directly. Questionnaire is a data collection technique where participants / respondents fill in questions or statements then after being filled in completely returns

to the researcher (Sugiyono, 2016:192). Collection by giving questionnaires to respondents is expected to be able to obtain the required information relevant to the existing problem. The method is accomplished by distributing questionnaires to respondents who have been determined. This study uses a Likert scale in answering questions on the questionnaire.

**Data Analysis Technique**

This study uses data analysis which is expected to be easily understood by the reader. The method used is The Structural Equation Model (SEM). To answer the hypothesis used Partial Least Square (PLS). According to Ghozali (2016) calculations are executed using the Smart Partial Least Square (PLS) instrument, because it is multi-track and the model used is Reflective. The calculation model is done by using the Smart PLS tool because in this study it has a multi-lane relationship and is formative and reflective. In addition, because sampling is less than 100 respondents. Formative models are models that show the direction of the relationship from indicators to latent variables. Reflective models are models that show the relationship of latent variables to indicators.

**RESULTS**

**Inner Model Evaluation**

The inner model which is sometimes also called (inner relation, structural model and substantive theory) specifies the influence between research variables (structural model). (Istanti, 2020 : 635)

**Inner Model Test or Structural Model Test**

The analysis results of the structural model suitability constructed show the conclusion that the overall model has been "Relevant" to explain the variables studied and their effects on each variable. For endogenous latent variables in the structural model which has an R<sup>2</sup> of 0.67 indicating that the model is "good", R<sup>2</sup> of 0.33 indicates that the model is "moderate", R<sup>2</sup> of 0.19 indicates that the model is "weak" (Ghozali, 2012) . The PLS output as described below:

The results in the table below show that Information Quality variable affects Product Quality has an R<sup>2</sup> of 0.077 which means the "weak" model. Then the Information Quality and Customer Relationship Management variables that affect Responsiveness has an R<sup>2</sup> of 0.174 which means the "weak" model.

Whereas Product Quality and Responsiveness that affect Competitive Advantage has an R<sup>2</sup> value of 0.620 which indicates a "good" model.

**Table 1: R-Square Value**

	R-Square
Information Quality (X <sub>1</sub> )	
Customer Relationship Management (X <sub>2</sub> )	
Product Quality (Z <sub>1</sub> )	0.077
Responsiveness (Z <sub>2</sub> )	0.174
Competitive Advantage (Y)	0.620

The suitability of the structural model can be seen from Q<sup>2</sup>, as follows:

$$\begin{aligned}
 Q^2 &= 1 - [(1 - R_1) * (1 - R_2)] * (1 - R_3) \\
 &= 1 - [(1 - 0.077) * (1 - 0.174)] * (1 - 0.620) \\
 &= 1 - [(0.923) * (0.826)] * (0.380) \\
 &= 1 - [0.290] \\
 &= 0.710
 \end{aligned}$$

Results of the Q<sup>2</sup> calculation show that the Q<sup>2</sup> value of 0.710 indicates that the Q<sup>2</sup> value is in the "strong" category. Ghozali (2016) assert that Q<sup>2</sup> value can be used to measure how well the observation value generated by the model and also the estimated parameters. So the Q<sup>2</sup> value of the predictions made by the model is considered to have predictive relevance.

There are exogenous variables in the inner model studied, specifically Information Quality and Customer Relationship Management, then endogenous variables in the inner model studied are Competitive Advantage and intervening variables namely Product Quality and Responsiveness. The results of the inner weight values in Figure 1 below obtained the following equation:

$$\begin{aligned}
 Z_1 &= 0.278 X_1 \\
 Z_2 &= 0.230 X_1 + 0.263 X_2 \\
 Y &= 0.342 Z_1 + 0.567 Z_2
 \end{aligned}$$

**Hypothesis Testing Results**

**Hypothesis 1 (H<sub>1</sub>)**

First hypothesis in the research confirm its exactness , this is known from the t value of 2.487 which means greater than 1.96, this means that

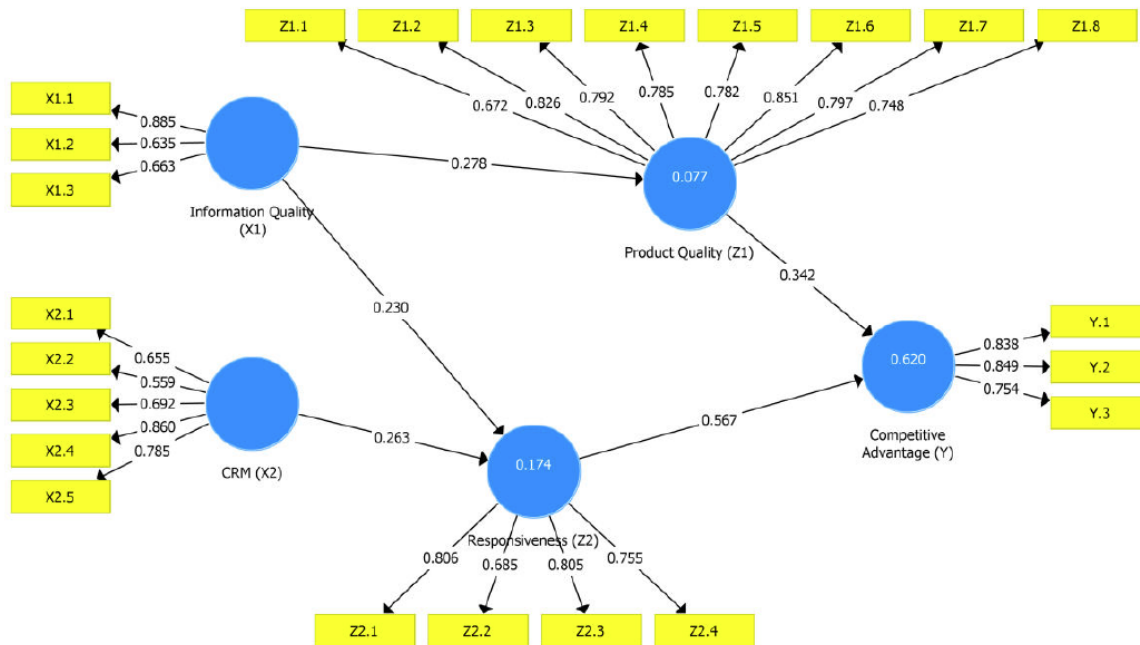


Figure 1: Inner PLS Model.

Information Quality has a significant effect on Product Quality. The direction of the relationship between the two variables is positive which means the better the Information Quality provided, the more significantly it will improve Product Quality by having a large influence of 0.278.

**Hypothesis 2 (H<sub>2</sub>)**

Second hypothesis in the research confirm its exactness, this is known from the t value of 2.033 which means greater than 1.96, this means that Information Quality has a significant effect on responsiveness. The direction of the relationship between the two variables is positive which means there is a direct relationship so that it can be interpreted that the better the Information Quality, the more it can increase responsiveness by having a magnitude of influence of 0.230.

**Hypothesis 3 (H<sub>3</sub>)**

Third hypothesis of the research confirm its exactness, this is known from the t value of 2.848 which means greater than 1.96, this means Customer Relationship Management has a significant effect on Responsiveness. The direction of the relationship between the two variables is positive which means there is a direct relationship so that it can be interpreted that the better the Customer Relationship Management will be the more able to increase Responsiveness by having a substantial effect of 0.263.

**Hypothesis 4 (H<sub>4</sub>)**

Fourth hypothesis of the research confirm its exactness, this is known from the t value of 6.061 which means greater than 1.96, this means Product Quality has a significant effect on Responsiveness. The direction of the relationship between the two variables is positive, which means the higher the perceived Product Quality will increase the Responsiveness by having a substantial effect of 0.501.

**Hypothesis 5 (H<sub>5</sub>)**

Fifth hypothesis of the research confirm its exactness, this is known from the t value of 4.145 which means greater than 1.96, this means Product Quality has a significant effect on Competitive Advantage. The direction of the relationship between the two variables is positive which means there is a direct relationship so it can be interpreted that the higher the level of Product Quality, the more able to increase Competitive Advantage by having a substantial effect of 0.342.

**Hypothesis 6 Test (H<sub>6</sub>)**

The sixth hypothesis in the research is proven to be true, this is known from the t value of 8.144 which means it is greater than 1.96, this means that Responsiveness has a significant effect on Competitive Advantage. The direction of the relationship between the two variables is positive which means that the higher the Responsiveness, the more competitive

Advantage will be increased by having a substantial effect of 0.567.

## DISCUSSION

### Effect of Information Quality on Product Quality

Information Quality has a significant effect on Product Quality, because the T-statistic value is 2.487 which means it is greater than 1.96. This finding results obtained that product quality can be formed with the existence of information quality, so it can be interpreted that the better the level of information quality about exports and imports in Perak, the more it will have an impact on increasing product quality.

The findings affirm that information quality is able to significantly influence product quality in a positive direction. The positive direction referred to in this matter is the better the quality of the information conveyed, the better the quality of the product being offered. This is supported by the opinion of Jie and Cox (2013) which explains that in management actions to improve information quality will lead to increased product quality, namely food.

### Effect of Information Quality on Responsiveness

Information Quality has a significant effect on Responsiveness, because the T-statistic value is 2.033, which means it is greater than 1.96. This finding results obtained that responsiveness can be formed with the existence of information quality, so it can be interpreted that the better the level of information quality related to import and export exports in Silver, the more it will have an impact on increasing responsiveness.

The best quality information can be provided by the internet when it can be obtained easily (not difficult in its search), organized (organized), and available in large quantities (Pawirosumarto, 2016). The results in this study support the findings of Jie and Cox (2013) who explain in their research that management actions to improve information quality will lead to increased responsiveness.

### Effect of Customer Relationship Management on Responsiveness

Customer Relationship Management has a significant effect on Responsiveness, because the T-statistic value is 2,848 which means it is greater than 1.96. The discovery shows that responsiveness can be

formed with high customer relationship management, so that it can be interpreted that the higher the level of customer relationship management in exports and imports in Perak will increasingly have an impact on increasing responsiveness.

The findings confirm that Customer Relationship Management is able to influence responsiveness significantly with the direction of positive influence. This positive direction can be interpreted that the better management of relationships with customers will increase responsiveness in serving. Customer Relationship Management is defined by Kotler and Armstrong in Sirait (2018) as an overall process for building and maintaining relationships with customers through providing superior customer value and customer satisfaction. The findings in this study support the results of research conducted by Jie and Cox (2013) which proves that Customer Relationship Management has a relationship with responsiveness.

### Effect of Product Quality on Responsiveness

Product Quality has a significant effect on Responsiveness, because the T-statistic value is 6.061, which means it is greater than 1.96. This finding results obtained that responsiveness can be formed with high levels of product quality, so it can be interpreted that the higher the level of product quality of the food and beverage industry in Perak imports and exports will increasingly have an impact on increasing responsiveness.

Product quality is the ability of a product to perform its function, that includes overall product endurance, reliability, precision, ease of operation and improvement, and other valuable attributes (Rinandiyana *et al.*, 2016). According to Jie and Cox (2013) explains that improvement of process attributes such as flexibility, efficiency, food quality will allow for responsiveness as expected.

### Effect of Product Quality on Competitive Advantage

Product Quality has a significant effect on Competitive Advantage, because the T-statistic value is 4,145 which means it is greater than 1.96. This finding results obtained that competitive advantage can be formed with good product quality, so it can be interpreted that the higher the level of product quality of the food and beverage industry in imports and exports in Perak will increasingly have an impact on increasing competitive advantage.

Hosseini *et al.* (2018) explained that high quality products are reliable products and services, which means that they perform the tasks well designed for them, and create special properties to increase value for customers. When customers know that a product from one company (regarding form, property, performance, sustainability, reliability, design, style, etc.) gives higher value to them compared to that offered by competitors, then this product is said to be of high quality. This was later proven in his research by Hosseini *et al.* (2018) that competitive advantage factors including quality, efficiency, innovation, and accountability were positively and significantly related to the development of new products.

### Effect of Responsiveness on Competitive Advantage

Responsiveness has a significant effect on Competitive Advantage, because the T-statistic value is 8,144, which means it is greater than 1.96. This finding results obtained that competitive advantage can be formed with the presence of good responsiveness, so it can be interpreted that the higher the level of responsiveness of the import and export food and beverage industry in Perak will increasingly have an impact on increasing competitive advantage.

Responsiveness to knowledge is also known as the application of knowledge described as developing acquired knowledge, enabling the use of knowledge to be more effective so that it can increase its value (Oriarewo *et al.*, 2014). The findings of Oriarewo *et al.* (2014) confirm that empirically determined that responsiveness can significantly affect competitive advantage. Furthermore Pfeffer & Sutton in Oriarewo *et al.* (2014) explains that competitive advantage is not achieved by companies that have the best knowledge, but by those who make the best use of knowledge. Thus, the application of knowledge to technology and organizational processes helps in generating competitive advantage.

### CONCLUSION

1. Information quality has significant effect to product quality. The result shows that the higher information quality then will be the higher product quality. It is prove that information quality has a role in improving product quality. Thus can be concluded that product quality improvement can be done through by upgrading information quality.

2. Information quality has significant effect to responsiveness. This is shows That information quality has vital role in aiding the responsiveness improvement. Thus can be concluded that responsiveness improvement can be done through by upgrading information quality.
3. Customer relationship management has significant effect to responsiveness. This is show that the better Customer relationship management able to improving responsiveness . Thus can be concluded that responsiveness can be improved through Customer relationship management upgrading .
4. Product quality has significant effect to responsiveness. This is show that product quality improvement can be able to sustain responsiveness improvement. On the other word, responsiveness can be improved through product quality upgrading.
5. Product quality has significant effect to competitive advantage. The better product quality can be improving competitive advantage to be better. Other word, competitive advantage can be formed by efforts of product quality upgrading.
6. Responsiveness has significant effect to competitive advantage. This result show that competitive advantage can be improved by responsiveness, then can be concluded that responsiveness become higher will be upgrading competitive advantage.

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