

The Influence of Total Quality Management, Supply Chain Management, and Knowledge Management on Company Performance through Increasing Company Competitiveness

Reinanda^{1*}, Siti Rohmah², Uswatun Hasanah³, Andriani Sariwardani⁴, Gatot Hartoko⁵, Nurhasan Nugroho⁶, Popi Dayurni⁷, Wahyu Wiguna⁸, Akhmad Muklis⁹, Meiby Zulfikar¹⁰, M. Al Ghifari¹¹, Cecep Abdul Hakim¹², Desty Endrawati Subroto¹³, Wan Su Emi¹⁴, Jessica Ong¹⁵, and Magnimide Fernandez¹⁶

^{1,8,12} Faculty of Economics and Business, Universitas Bina Bangsa, Indonesia

^{2,7,13} Faculty of Teacher Training and Education, Universitas Bina Bangsa, Indonesia

^{3,4,9} Postgraduate Program, Universitas Bina Bangsa, Indonesia

⁵ Faculty of Social and Political Sciences, Universitas Bina Bangsa, Indonesia

^{6,10,11} Faculty of Communication, Universitas Bina Bangsa, Indonesia

^{14,15} Universiti Pertahanan Nasional Malaysia (UNPM), Kuala Lumpur, Malaysia

¹⁶ Business Administration, Pangasinan State University, Philippines

Abstract – This research aims to investigate the influence of total quality management, supply chain management, and knowledge management on company performance through increasing competitiveness. The type of research used in this research is quantitative research with the aim of testing predetermined hypotheses. In this study, the population was employees of the B3 Waste Processing and Utilization Company in Serang City, totaling 465 employees. The findings reveal that each of the variables tested positively influences company performance. Total effects analysis found that the P-value was $0.000 < 0.05$ (alpha significance 5%). Therefore, the three mediations that have been tested are only pseudo or partial (partially mediating). A significant influence with a positive value on the coefficient means that the better it is, which means the higher the total quality of management, supply chain management, and management knowledge, the higher the company's performance through increased competitiveness.

Keywords – Total Quality Management, Supply Chain Management, Knowledge Management, Company Performance, Competitiveness.

INTRODUCTION

In the era of globalization that is full of fierce competition, companies are required to always improve their performance to survive and develop (Suganda, 2018). One of the important factors that determine a company's performance is the implementation of effective management practices (Manteiro, 2020). In the ever-evolving business world, companies are required to achieve optimal performance to compete effectively (Abdillah et al., 2019). Total Quality Management (TQM), Supply Chain Management (SCM), and Knowledge Management (KM) are three management concepts that play an important role in achieving these goals.

Many competing companies are consistently raising their quality standards. Customer dissatisfaction,

customer loss, and opportunities for competitors to capitalize on the market can occur if quality is not considered (Serang et al., 2023). Therefore, making quality a priority means prioritizing customer needs. This method helps businesses identify changes in a dynamic environment and respond to them proactively.

Decisions made by management consistently affect the company's performance. The difficulty of improvement without clear metrics shows how important performance measurement is. Therefore, to improve the performance of an organization, proper identification, and measurement are necessary to identify the variables that affect that performance. To achieve optimal business efficiency and performance, measurement of operational performance and quality is essential (Carvalho & Tahbaz - Salehi, 2019).

¹ This article was presented at The 1st BB International Conference, Research and Innovation (The 1st BBIC 2024) on November 26, 2024, in Banten Province, Indonesia. This is the first conference organized by Universitas Bina Bangsa in collaboration with the College of Business and Public Administration, Pangasinan State University Philippines, <https://pbic-uniba.com/>

Table 1. Performance of B3 Waste Treatment and Utilization Companies in Serang City

Criterion	2023		2022	
	Sum	%	Sum	%
Tall	106	22	90	20
Keep	110	24	81	18
Low	249	54	278	62
Sum	465	100	451	100

Source: Serang City Directorate 2022-2023

Table 1 provides an understanding that, in 2023, out of 465 B3 Waste Treatment and Utilization Companies in Serang City, only 103 people (22%) had high performance, while the low ones reached 249 people (54%). In 2022, of the 451 performance of B3 Waste Treatment and Utilization Companies in Serang City, only 90 people (20%) were high-performing, and 278 people (62%) were low-performing.

Table 1. Implementation of Values According to the Perception of Employees of B3 Waste Treatment and Utilization Companies in Serang City

Criterion	B3 Waste Treatment and Utilization Company in Serang City	
	Sum	%
Excellent	16	4
Good	62	13
Keep	98	21
Not good	135	29
Very bad	154	33
Sum	465	100

Source: Pre-research results 2023

Table 2 shows that the individual values of Employees of B3 Waste Treatment and Utilization Companies in Serang City are still 154 people (33%) which is very low. Thus, the needs and demands of Employees of B3 Waste Treatment and Utilization Companies in Serang City in the community will increase, especially in related fields.

Many previous studies have examined factors that affect the Company's Competitiveness related to Supply Chain Management, Total Quality Management, and Knowledge Management factors, but still produce findings that differ between studies. *First*, The Influence

of Total Quality Management on Company Performance also obtained significant results (Aiddha Yuniawati et al., 2023; Dwi Putri & Fitriah, 2023; Hondro et al., 2021; Mughni & Fitriah, 2023; Syahreva & Alhazami, 2022) and insignificant (Antari & Setiawan, 2022). *Second*, the relationship between Supply Chain Management and Company Performance has positive results (Barima, 2023; Chessa et al., 2023; Makarim, 2019; Putri et al., 2023; Syahrudin & Huda, 2023) and insignificant results (Wulandari et al., 2017). *Third*, the relationship between Knowledge Management and Company Performance has positive results (Gunawan et al., 2023; Hakim, 2023; Nurzaman & Aulawi, 2023; Prasetyo et al., 2023; Santoso et al., 2018) and insignificant results (Kusuma & Fifi Devie, 2013).

The existence of this research gap is very interesting to make Supply Chain Management, Total Quality Management, and Knowledge Management as factors that affect the Company's Competitiveness. Supply Chain Management, Total Quality Management, Knowledge Management, and Company Competitiveness are the focus of this research because they play an important role in determining Company Performance.

The above study shows that the factors, Total Quality Management, Supply Chain Management, Knowledge Management, and Company Competitiveness are considered to have an impact on Company Performance but are not consistent or there is a gap between researchers, so there is still a *research gap*, so it is still necessary to conduct a more in-depth assessment, especially in the field of Company Performance. According to the above context, the author is interested in raising the title "The Influence of Total Quality Management, Supply Chain Management and Knowledge Management on Company Performance through Increasing Company Competitiveness (Case Study of B3 Waste Treatment and Utilization Companies in Serang City)".

OBJECTIVES OF THE STUDY

Total Quality Management Concept

Total Quality Management (TQM) focuses on emphasizing quality that encompasses the entire organization. In achieving business, the company tries to maximize the competitiveness of the organization through continuous improvement of its products, workforce, processes, and environment. TQM is a holistic management approach to continuously improve company performance. The goal of this management

approach is to make continuous changes and improvements (continuous improvement) regularly so that it becomes the way of life of every member of the organization to provide total satisfaction to all parties related to the company (Gaspersz, 2019).

Total Quality Management (TQM) is a system that can be developed into an approach to running a business to maximize the competitiveness of the organization through continuous improvement of its products, services, workforce, processes, and environment (Tjiptono, 2015). According to Nawawi & La'alang (2020) "TQM is defined as the integration of all management functions, all parts of a company into a holistic philosophy built on the concept of quality, *teamwork*, productivity, and customer satisfaction." According to Gaspersz (2019) "Total Quality Management is defined as a way to continuously improve performance (continuous performance improvement) at every level of operation or process, in every functional area of an organization, using all available human resources and capital."

TQM is based on the principle that organizations should focus on quality in all stages of production or service, and not just fix problems after they occur. The main goal of TQM is to achieve excellence in terms of quality, cost, and customer satisfaction.

Supply Chain Management Concept

In general, supply chain management examines logistics issues. In this case, logistics is a problem that stretches from basic materials to finished goods that are used by end consumers and organized as a link in the supply chain of goods. SCM is an approach that is used efficiently to integrate suppliers, factories, warehouses, and shops so that products are produced and distributed in the right amount, location, and time.

All of this is done to minimize the costs incurred by the overall system while maximizing customer satisfaction. In managing the supply chain, it is necessary to consider the cost and role of each component in the manufacture, manufacture, and distribution of the product by customer wishes. The goal of supply chain management is to improve efficiency and minimize costs throughout the system. The system in question is all activities and components from transportation to distribution and from raw goods to finished goods.

Integrated Supply Chain of suppliers, manufacturers, warehouses, and shops. This includes activities at every level of the company, starting from strategic planning to operational implementation.

(Simchi-Levi and Kaminsky, 2008). In the SCM concept, all functions related to the fulfillment of customer guidance are always involved. These functions are new product development, marketing, operations, distribution, finance, and service.

Based on the above understanding, it can be said that Supply Chain Management is the process of managing and coordinating a series of activities involving the procurement, production, storage, and distribution of a product or service to the end customer. SCM involves various entities, such as suppliers, manufacturers, warehouses, distributors, and retailers, who work together to meet customer demands efficiently and effectively.

In practice, SCM also includes the use of information technology and management systems to monitor and coordinate the flow of goods and information throughout the supply chain. This allows the parties involved to communicate and share information in real time, minimize errors and inconsistencies, and increase transparency and responsiveness to changing customer requests.

SCM also involves aspects of sustainability and ethics, through the selection of suppliers that adhere to fair, environmentally friendly, and socially responsible work practices. A good implementation of SCM can help companies improve efficiency, reduce costs, and create long-term benefits for all parties in the supply chain.

Concession Knowledge Management

Basten & Haamann (2018) stated the definition of Knowledge Management as follows: "Knowledge management is the human feeling to carry out the process of sharing knowledge and teaching and working together more effectively, as a process that is mentally pleasing." Mooy (2022) stated the definition of Knowledge Management as follows: "Knowledge management is a systematic coordination in an organization or company whose function is to regulate human resources, processes, organizational structures, and technology as an effort to increase innovation and reuse."

According to Rizki Amelia et al., (2023) The definition of Knowledge Management is as follows: "Knowledge management is an organizational management effort that focuses on continuous renewal of the company's knowledge resources, by designing organizational structures, facilitating organizational members, and utilizing information technology with an emphasis on teamwork and knowledge dissemination".

Knowledge management is coordination to manage and distribute knowledge to people in the organization at the right time. Lestari et al., (2022) Explain that knowledge is part of the skills and knowledge possessed by individuals as a whole that can be used to solve problems.

In general, experts agree that knowledge management is the process or activity of creating, collecting, storing, and distributing knowledge within an organization to improve performance and achieve competitive advantage.

The Concept of Corporate Competitiveness

According to Porter (2008) competitiveness is "the ability or advantage used to compete in a particular market. This competitiveness is created through continuous development in all lines of the organization, especially in the production sector. If an organization conducts continuous development, it will be able to improve performance".

According to Frinces (2011) Competitiveness is defined as strength or ability and excellence that is built from potential and resources that come from inside and outside the organization in a planned and systematic manner to resist the existence of latent or real potentials to disrupt, shift, resist and or destroy the position, existence, and existence of the party to compete.

Regulation of the Minister of National Education No. 41 of 2007 concerning process standards, defines competitiveness as the ability to show better, faster, or more meaningful results. The ability in question is the ability to strengthen its market share, the ability to connect with its environment, the ability to improve performance continuously, and the ability to establish a profitable position.

To improve the competitiveness of the company, it is necessary to carry out the right business strategy, including the development of innovative products and services, the fulfillment of customer needs, cost management, production efficiency, recruitment and development of quality human resources, the application of advanced technology, and effective risk management.

Company Performance Concept

Performance is the result of work achieved by a person or group in an organization, in accordance with authority and responsibility, to achieve organizational goals legally, not in violation of the law, and by morals and ethics (Ghifary, 2013). Business performance is an accumulation of the results of activities carried out in the company itself (Prasetyo and Harjanti, 2013). Voss and Voss (2000) define it as an effort to measure the level of performance including sales turnover, number of buyers, profit, and sales growth. Organizational performance often referred to as business or company performance is an indicator of the level of success in achieving company goals.

Good company performance indicates the success and efficiency of the company's behavior. Fairoz et al. (2010) stated business performance is the result of organizational goals achieved through the effectiveness of strategies and techniques. Schneider et al. (2003) stated that the productivity and efficiency of an organization are obtained by satisfying employees and being sensitive to both psychological and socio-emotional needs in a holistic way.

Nuvriasari Research (2012:265) Business performance is a function of the results of activities in a company that are influenced by internal and external factors in achieving the goals set during a certain period. According to Rivai (2013), business performance is a general term that is used in part or all of the actions or activities of an organization in a period with a reference to several standards such as projected past costs based on efficiency, management accountability, and the like. Meanwhile, according to Moehariono (2012:95), business performance is a description of the level of achievement in the implementation of a program of activities or policies in realizing the goals, goals, visions, and missions of the organization as outlined in an organization's strategic planning.

From some of the definitions above, it can be concluded that company performance is the accumulation of the results of activities carried out in the company itself. Specifically, it is an effort to measure the level of performance including sales turnover, number of buyers, profits, and sales growth.

Based on the description above, the framework of this research can be made in Diagram 1. as follows:

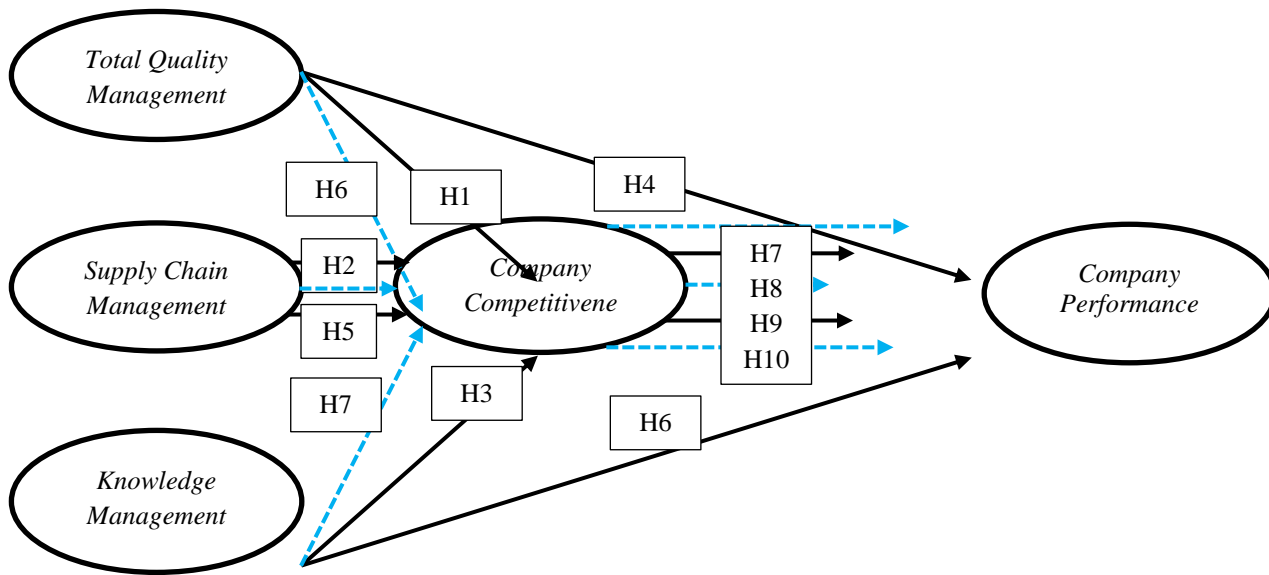


Fig 1. Thinking Framework
Source: Data processed (2024)

Information:

- **Direct Influence**
- - - - -→ **Indirect Influence**

The set of hypotheses of this research is as follows:

- Ha1: It is suspected that there is a direct influence of Total Quality Management on the Company's Competitiveness in the B3 Waste Treatment and Utilization Company in Serang City.
- Ha2: It is suspected that there is a direct influence of Supply Chain Management on the Company's Competitiveness in the B3 Waste Treatment and Utilization Company in Serang City.
- Ha3: It is suspected that there is a direct influence of Knowledge Management on the Company's Competitiveness in the B3 Waste Treatment and Utilization Company in Serang City.
- Ha4: It is said that there is a direct influence of Total Quality Management on Company Performance in B3 Waste Treatment and Utilization Companies in Serang City.
- Ha5: It is suspected that there is a direct influence of Supply Chain Management on Company Performance in B3 Waste Treatment and Utilization Companies in Serang City.

Ha6: It is suspected that there is a direct influence of Knowledge Management on Company Performance in B3 Waste Treatment and Utilization Companies in Serang City.

Ha7: It is suspected that there is a direct influence of the Company's Competitiveness on the Company's Performance in the B3 Waste Treatment and Utilization Company in Serang City.

Ha8: It is said that there is an indirect influence of Total Quality Management on Company Performance through Company Competitiveness in B3 Waste Treatment and Utilization Companies in Serang City.

Ha9: It is suspected that there is an indirect influence of Supply Chain Management on the Company's Performance through the Company's Competitiveness in the B3 Waste Treatment and Utilization Company in Serang City.

Ha10: It is suspected that there is an indirect influence of Knowledge Management on Company Performance through Company Competitiveness in B3 Waste Treatment and Utilization Company in Serang City.

MATERIALS AND METHODS

Research Approach

The type of research used in this study is quantitative research. The quantitative research method is a type of research whose specifications are systematic,

planned, and structured clearly from the beginning to the creation of the research design. Quantitative research methods, as proposed by Sugiyono (2015) namely: "Research methods based on philosophy *positivism* used to research on a specific population or sample, data collection using research instruments, data analysis is quantitative/statistical, to test the hypothesis that has been determined".

Population and sample

In this study, the population is 465 employees of the B3 Waste Treatment and Utilization Company in Serang City.

The sampling technique used in this study is the Pribability Sampling technique with a simple *random* sampling type. In this study, the sample used was 82 employees of the B3 Waste Treatment and Utilization Company in Serang City.

Types and Data Sources

The primary data of this study was obtained from the results of distributing questionnaires to respondents, namely employees at the B3 Waste Treatment and Utilization Company in Serang City, Banten Province, which were compiled in the form of statements or questions related to the indicators of the research variables including Total Quality Management, Supply Chain Management, Company Competitiveness, and Company Performance.

Data Analysis Methods

In this study, inferential analysis was carried out using a variation-based structural equation test or Partial Least Square-Structural Equation Model (PLS-SEM). The use of PLS-SEM is based on the reason that the PLS method is the right method for testing the influence of predicting relationships between variables in a model. In addition, PLS can also be operated on data that is not normally distributed, does not require various assumptions, and can be tested on research models with a weak theoretical basis (Ghazali & Latan, 2014).

RESULTS AND DISCUSSION

The purpose of convergent validity is to assess the reliability of any relationship between a real concept or variable and its hidden counterpart. Based on the relationship between the item score, component score, and the latent variable score or construct score calculated by the SmartPLS program, the validity of the convergence of the measurement model with real

reflection is evaluated. The manifest loading factor value for each variable is displayed after the image of the calculation results of the PLS-SEM model.

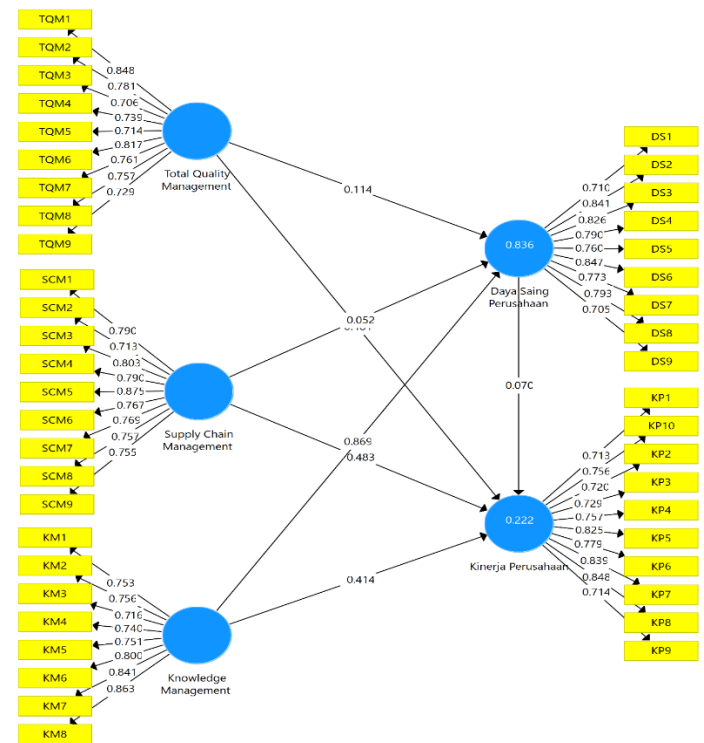


Fig 2. Run PLS Algorithm First Model

Figure 2 shows that all manifest variables have a loading value of more than 0.6, indicating good validity and meeting the validity of convergence. The loading factor values of each manifest in the research variables are as follows:

The average of each of the manifest variables analyzed has a Loading Factor value of > 0.6, as can be seen from the data output in Table 5.11 above. Therefore, the overall manifest used in this investigation has met the criteria of being reliable and can be used for future examinations, according to these results.

Composite Reliability

The component used to verify the real reliability value for a variable is called Composite reliability. If the composite reliability value of a variable is greater than or equal to 0.7, it can be declared to meet composite reliability. The composite reliability values for each variable used in this study are as follows:

Table 3. Composite Reliability

	Composite Reliability
Company Competitiveness	0,871
Company Performance	0,889
Knowledge Management	0,908
Supply Chain Management	0,881
Total Quality Management	0,916

Source: processed by SmartPLS (2024)

It is clear from the data given in Table 4.16 above that the composite reliability value for all research variables is more than 0.7. Based on these findings, it can be said that all variables have a high level of internal consistency reliability and each variable has achieved composite reliability.

Bootstrapping Results

Each relationship in SmartPLS is checked with simulations on the sample using the bootstrapping method. The purpose of this exam is to reduce the problem of distorted research data. Here are the results of the test using bootstrapping techniques and SmartPLS software:

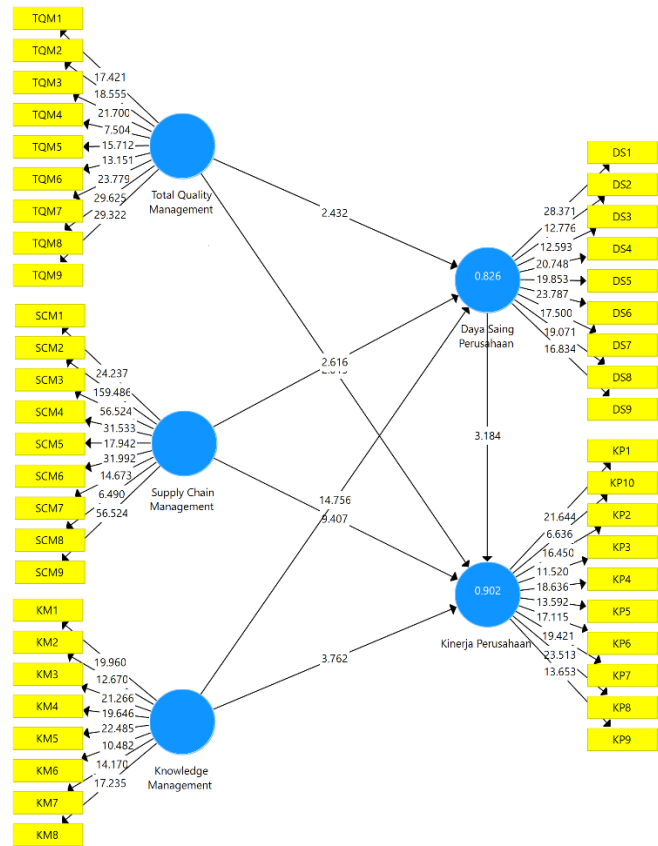


Fig 3 Bootstrapping Inner Model

Hypothesis Testing

By examining P-values, one can determine the level of significance of hypothesis acceptance. If the P-values are 0.05, the research hypothesis can be considered acceptable.

SmartPLS uses bootstrapping procedures to determine the P value on a model that is reliable and valid and meets the eligibility requirements of the model. In table 4.20 below, the bootstrapping results are displayed:

Table 4. Path Coefficients

	Original Sample (O)	T-Statistical (O/STDEV)	P Values
Company Competitiveness -> Company Performance	0,501	3,184	0,002
Knowledge Management -> Company Competitiveness	0,912	14,756	0,000

Knowledge Management	->	0,588	3,762	0,000
Company Performance				
Supply Chain Management	->	0,546	2,616	0,038
Company Competitiveness				
Supply Chain Management	->	0,578	9,407	0,000
Company Performance				
Total Quality Management	->	0,556	2,432	0,015
Company Competitiveness				
Total Quality Management	->	0,559	2,015	0,044
Company Performance				

Source: processed by SmartPLS (2024)

After the process is carried out bootstrapping for the measurement model, the results of hypothesis testing are obtained as follows:

1. H1: There is a significant influence of Total Quality Management on the Company's Competitiveness

From the results of the path coefficient obtained between Total Quality Management to the Company's Competitiveness of 0.556 with a P-Value of 0.015 < 0.05, it is concluded that there is a significant influence between Total Quality Management and the Company's Competitiveness. A positive value in the coefficient means that the higher the Total Quality Management, the higher the Company's Competitiveness, then H1 is accepted.

2. H2: There is a significant influence of Supply Chain Management on the Company's Competitiveness

From the results of the path coefficient obtained between Supply Chain Management and the Company's Competitiveness of 0.546 with a P-Value of 0.038 < 0.05, it is concluded that there is a significant influence between Supply Chain Management and the Company's Competitiveness. A positive value in the coefficient means that the higher the Supply Chain Management, the better the Company's Competitiveness, then H2 is accepted.

3. H3: There is a significant influence of Knowledge Management on Company Performance

From the results of the path coefficient obtained between Knowledge Management and Company Performance of 0.912 with a P-Value of 0.000 < 0.05, it is concluded that there is a significant influence of Knowledge Management on Company Performance. A positive value in the coefficient means that the higher the quality of Knowledge Management, the higher the Company's Performance, then H3 is accepted.

4. H4: There is a significant influence of Total Quality Management on Company Performance

From the results of the path coefficient obtained between Total Quality Management on Company Performance of 0.559 with a P-Value of 0.044 < 0.05, it is concluded that there is a significant influence of Total Quality Management on Company Performance. A positive value in the coefficient means that the higher the quality of Total Quality Management, the higher the Company's Performance, then H4 is accepted.

5. H5: There is a significant influence of Supply Chain Management on the Company's Performance

From the results of the path coefficient obtained between Supply Chain Management and Company Performance of 0.578 with a P-Value of 0.000 < 0.05, it is concluded that there is a significant influence between Supply Chain Management and Company Performance. A positive value in the coefficient means that the higher the Supply Chain Management, the higher the Company's Performance, and the H5 is accepted.

6. H6: There is a significant influence of Knowledge Management on Company Performance

From the results of the path coefficient obtained between Knowledge Management and Company Performance of 0.588 with a P-Value of 0.000 < 0.05, it is concluded that there is a significant influence between Knowledge Management and Company Performance. A positive value in the coefficient means that the better the Knowledge Management, the higher the Company's Performance, then H6 is accepted.

7. H7: There is a significant influence of the Company's Competitiveness on the Company's Performance

From the results of the path coefficient obtained between the Company's Competitiveness to the Company's Performance of 0.501 with a P-Value of 0.002 < 0.05, it is concluded that there is a significant influence between

the Company's Competitiveness and the Company's Performance. A positive value in the coefficient means that the better the Company's Competitiveness, the higher the Company's Performance, then H7 is accepted.

a. Mediation Test

Table 5. Total Effect

	Original Sample (O)	T Statistical (O/STDEV)	Values
Knowledge Management -> Company Performance	0,649	7,865	0,000
Supply Chain Management -> Company Performance	0,469	8,516	0,000
Total Quality Management -> Company Performance	0,507	2,223	0,027

Source: processed by SmartPLS

From the results of the mediation test above, the testing of the intervening variable hypothesis:

8. H8: There is a significant influence of Total Quality Management on the Company's Performance through the mediation of the Company's Competitiveness.

From the specific indirect effect test, it is known that Total Quality Management has a positive effect on the Company's Performance through the Company's Competitiveness where the P-Values value is $0.002 < 0.05$ (alpha significance 5%). From the results of the total effects analysis, it was found that the relationship between Total Quality Management and Company Performance was still significant with a P-value of $0.000 < 0.05$ (alpha significance of 5%). Therefore, it can be concluded that this mediation is only pseudo-or partial (partially mediating), then H8 is accepted.

9. H9: There is a significant influence of Supply Chain Management on the Company's Performance through the mediation of the Company's Competitiveness.

From the specific indirect effect test, it is known that Supply Chain Management has a positive effect on the Company's Performance through the Company's Competitiveness where the P-Values are $0.006 < 0.05$ (alpha significance 5%). From the results of the total effects analysis, it was found that the relationship between Supply Chain Management and the Company's Performance was still significant with a P-Value of 0.000

< 0.05 (alpha significance of 5%). Therefore, it can be concluded that this mediation is only pseudo-or partial (partially mediating), so H9 is accepted.

10. H10: There is a significant influence of Knowledge Management on Company Performance through the mediation of Corporate Competitiveness

From the specific indirect effect test, it is known that Knowledge Management has a positive effect on Company Performance through Company Competitiveness where the P-Values are $0.002 < 0.05$ (alpha significance 5%). From the results of the total effects analysis, it was found that the relationship between Knowledge Management and Company Performance was still significant with a P-value of $0.027 < 0.05$ (alpha significance of 5%). Therefore, it can be concluded that this mediation is only pseudo-or partial (partially mediating), so H10 is accepted.

Discussion

The Influence of Total Quality Management on Company Competitiveness

The first hypothesis test is whether Total Quality Management has a positive and significant effect on the Company's Competitiveness in the B3 Waste Treatment and Utilization Company in Serang City. The results of this study prove that Total Quality Management has a positive and significant effect on the Company's Competitiveness in B3 Waste Treatment and Utilization Companies in Serang City.

The findings of this study are consistent with the findings of Anom Pancawati (2022); Maddeppungeng (2016); Munanta et al., (2016); Mundung & Mawitjere (2022); serta Yudhanti et al., (2019) which reveals that Total Quality Management influences the Company's Competitiveness.

To increase the Company's Competitiveness, the aspect that can be done is to improve Total Quality Management. When company leaders want to increase the Company's Competitiveness, the company leaders must strive earnestly to improve Total Quality Management in their company.

The Influence of Supply Chain Management on Company Competitiveness

The second hypothesis test is whether Supply Chain Management has a positive and significant effect on the Company's Competitiveness in B3 Waste Treatment and Utilization Companies in Serang City. The results of this study prove that Supply Chain Management has a

positive and significant effect on the Company's Competitiveness in B3 Waste Treatment and Utilization Companies in Serang City.

The findings of this study are consistent with the findings of Barima (2023); Hasyim et al., (2022); Maddeppungeng et al., (2019); Ramadhan & Alhazami (2023); Rohmasari & Fakhroni (2023) which reveals that Supply Chain Management influences the Company's Competitiveness.

To improve the quality of the Company's Competitiveness, what can be done is to improve the quality of Supply Chain Management. When company leaders want to improve the quality of the Company's Competitiveness, the company's leaders must strive hard to improve the quality of Supply Chain Management.

The Influence of Knowledge Management on Company Competitiveness

The third hypothesis test is whether Knowledge Management has a positive and significant effect on the Company's Competitiveness in B3 Waste Treatment and Utilization Companies in Serang City. The results of this study prove that Knowledge Management has a positive and significant effect on the Company's Competitiveness in B3 Waste Treatment and Utilization Companies in Serang City.

The findings of this study are consistent with the findings of Batara et al., (2023); Laras et al., (2019); Mayasari Ginting et al., (2023); Samsiah (2018); serta Wahyono (2020) which reveals that Knowledge Management has a positive and significant influence on the Company's Competitiveness. The better Knowledge Management, the better the competitiveness owned by the company. On the other hand, the lower the Knowledge Management, the lower the Company's Competitiveness.

Here it can be seen how important efforts to improve Knowledge Management are when wanting to increase the Company's Competitiveness. Therefore, it is time for companies to continue to improve Knowledge Management when they want to increase the Company's Competitiveness.

The Influence of Total Quality Management on Company Performance

The fourth hypothesis test is whether Total Quality Management has a positive and significant effect on the Company's Performance in the B3 Waste Treatment and Utilization Company in Serang City. The results of this study prove that Total Quality Management has a

positive and significant effect on the Company's Performance in the B3 Waste Treatment and Utilization Company in Serang City.

The findings of this study are consistent with the findings of Aiddha Yuniawati et al., (2023); Dwi Putri & Fitriah (2023); Hondro et al., (2021); Mughni & Fitriah (2023); Syahreva & Alhazami (2022) which reveals that Total Quality Management has a positive and significant influence on the Company's Performance. As explained above, Total Quality Management is very important to be carried out to improve the company's performance.

To improve the quality of the Company's Performance, the aspect that can be done is to improve Total Quality Management. When the company's leaders want to improve the Company's Performance, the company's leaders must strive earnestly to improve Total Quality Management.

The Influence of Supply Chain Management on Company Performance

The fifth hypothesis test is whether Supply Chain Management has a positive and significant effect on the Company's Performance in the B3 Waste Treatment and Utilization Company in Serang City. The results of this study prove that Supply Chain Management has a positive and significant effect on the Company's Performance in the B3 Waste Treatment and Utilization Company in Serang City.

The findings of this study are consistent with the findings of Barima (2023); Chessa et al., (2023); Makarim (2019); Putri et al., (2023); Syahrudin & Huda (2023) which reveals that Supply Chain Management influences the Company's Performance. The better the Supply Chain Management, the better the Company's performance is owned by the company.

Conversely, the lower the Supply Chain Management, the lower the Company's Performance. To improve the Company's Performance, the aspects that can be done are by improving the quality of Supply Chain Management. When company leaders want to improve Company Performance, they company leaders must strive earnestly to improve Supply Chain Management.

Here it can be seen how important it is to improve Supply Chain Management when you want to improve Company Performance. Therefore, it is time for company leaders to continue to improve Supply Chain Management when they want to improve Company Performance

The Influence of Knowledge Management on Company Performance

The sixth hypothesis test is whether Knowledge Management has a positive and significant effect on the Company's Performance in the B3 Waste Treatment and Utilization Company in Serang City. The results of this study prove that Knowledge Management has a positive and significant effect on the Company's Performance in the B3 Waste Treatment and Utilization Company in Serang City.

The findings of this study are consistent with the findings of Gunawan et al., (2023); Hakim (2023); Nurzaman & Aulawi (2023); Prasetyo et al., (2023); Santoso et al., (2018) which reveals that Knowledge Management influences the Company's Performance. The better the Knowledge Management, the better the Company's Performance. On the other hand, the lower the Knowledge Management, the lower the Company's Performance. To improve Company Performance, the aspect that can be done by the company is to improve the quality of Knowledge Management.

When a company wants to improve its Company Performance, the company must make a serious effort to improve Knowledge Management. Here it can be seen how important efforts to improve Knowledge Management are when it is necessary to improve Company Performance.

The Influence of Corporate Competitiveness on Corporate Performance

The seventh hypothesis test is whether the Company's Competitiveness has a positive and significant effect on the Company's Performance in the B3 Waste Treatment and Utilization Company in Serang City. The results of this study prove that the Company's Competitiveness has a positive and significant effect on the Company's Performance in the B3 Waste Treatment and Utilization Company in Serang City.

The findings of this study are consistent with the findings of Ahmad et al., (2024); Fakhruddin et al., (2022); Fuad (2017); Jumady & Fajriah (2020); serta Mundung & Mawitjere (2022) which reveals that the Company's Competitiveness influences the Company's Performance. The better the Company's Competitiveness, the better the Company's Performance. On the other hand, the lower the Company's Competitiveness, the lower the Company's Performance.

To improve the Company's Performance, the aspect that can be done is to improve the quality of the Company's Competitiveness. When the company's

leaders want to improve the Company's Performance, the company's leaders must make serious efforts to increase the Company's Competitiveness. Here it can be seen how important it is to improve the Company's Competitiveness when it wants to improve the Company's Performance. Therefore, it is time for the company's leaders to continue to improve the Company's Competitiveness when they want to improve the Company's Performance.

The Influence of Total Quality Management on Company Performance through Corporate Competitiveness

The eighth hypothesis test is whether Total Quality Management has a positive and significant effect on the Company's Performance through the Company's Competitiveness in the B3 Waste Treatment and Utilization Company in Serang City. The results of this study prove that Total Quality Management has a positive and significant effect on Company Performance through Company Competitiveness in B3 Waste Treatment and Utilization Companies in Serang City.

The type of mediation carried out is partial mediation, with a competitive type of partial mediation that can have an impact both directly and indirectly between Total Quality Management on Company Performance at B3 Waste Treatment and Utilization Companies in Serang City. This shows that the independent variable has a strong ability both directly and indirectly to the dependent variable, and competitive partial mediation occurs if the coefficient is positive.

The better the implementation of Total Quality Management, the better the Company's Competitiveness which will further increase the Company's Performance owned by the company. The lower the Total Quality Management carried out by all members of the organization, the lower the Company's Competitiveness which has an impact on the low Performance of the Company.

To improve the Company's Performance, the aspect that can be done is to increase the Company's Competitiveness and Total Quality Management. When company leaders want to improve the Company's Performance, they need to improve Total Quality Management through improving the quality of the Company's Competitiveness.

Thus, the Company's Competitiveness can be an effective intervening variable for increasing the influence of Total Quality Management on the Company's Performance. Through the Company's

Competitiveness, the influence of Total Quality Management on the Company's Performance increases.

The Influence of Supply Chain Management on Company Performance through Corporate Competitiveness

The ninth hypothesis test is whether Supply Chain Management has a positive and significant effect on the Company's Performance through the Company's Competitiveness in the B3 Waste Treatment and Utilization Company in Serang City. The results of this study prove that Supply Chain Management has a positive and significant effect on Company Performance through Company Competitiveness in B3 Waste Treatment and Utilization Companies in Serang City.

The type of mediation carried out is partial mediation, with a competitive type of partial mediation that can have an impact both directly and indirectly on Supply Chain Management on the Company's Performance at the B3 Waste Treatment and Utilization Company in Serang City. This shows that the independent variable has a strong ability both directly and indirectly to the dependent variable, and competitive partial mediation occurs if the coefficient is positive.

The better the Supply Chain Management, the better the Company's Competitiveness which will further improve Performance. The lower the Supply Chain Management, the lower the Company's Competitiveness which has an impact on the Company's low Performance.

To improve the Company's Performance, the aspect that can be done is to increase the Company's Competitiveness and Supply Chain Management. When company leaders want to improve the Company's Performance, they need to improve Supply Chain Management through improving the quality of the Company's Competitiveness.

Thus, the Company's Competitiveness can be an effective intervening variable for increasing the influence of Supply Chain Management on the Company's Performance. Through the Company's Competitiveness, the influence of Supply Chain Management on the Company's Performance increases.

The Influence of Knowledge Management on Company Performance through Corporate Competitiveness

The tenth hypothesis test is whether Knowledge Management has a positive and significant effect on Company Performance through Company Competitiveness in B3 Waste Treatment and Utilization

Companies in Serang City. The results of this study prove that Knowledge Management has a positive and significant effect on Company Performance through Company Competitiveness in B3 Waste Treatment and Utilization Companies in Serang City.

The type of mediation carried out is partial mediation, with the type of competitive partial mediation can have an impact both directly and indirectly on Knowledge Management on Company Performance at B3 Waste Treatment and Utilization Companies in Serang City. This shows that the independent variable has a strong ability both directly and indirectly to the dependent variable, and competitive partial mediation occurs if the coefficient is positive.

The better the Knowledge Management, the better the Company's Competitiveness which will further improve the Company's Performance. The lower the Knowledge Management, the lower the Company's Competitiveness which has an impact on the Company's low Performance. To improve the Company's Performance, the aspect that can be done is to increase the Company's Competitiveness and Knowledge Management.

When company leaders want to improve Company Performance, they need to improve Knowledge Management through improving the quality of the Company's Competitiveness. Thus, Company Competitiveness can be an effective intervening variable for increasing the influence of Knowledge Management on Company Performance. Through the Company's Competitiveness, the influence of Knowledge Management on the Company's Performance increases).

CONCLUSION AND RECOMMENDATION

Based on the results of the research that has been explained in the previous chapter, the conclusions drawn from the findings are as follows:

1. Based on the results of the first hypothesis test, it is proven that Total Quality Management has a positive and significant effect on the Company's Competitiveness in the B3 Waste Treatment and Utilization Company in Serang City. Thus, the better the Total Quality Management, the better the Company's Competitiveness in the B3 Waste Treatment and Utilization Company in Serang City.
2. Based on the results of the second hypothesis test, it is proven that Supply Chain Management has a positive and significant effect on the Company's Competitiveness in B3 Waste Treatment and Utilization Companies in Serang City. Thus, the

- better the Supply Chain Management, the better the Company's Competitiveness in the B3 Waste Treatment and Utilization Company in Serang City.
3. Based on the results of the third hypothesis test, it is proven that Knowledge Management has a positive and significant effect on the Company's Competitiveness among MSME Actors in the Culinary Sector in Bog City. Thus, better Knowledge Management will have implications for the Company's Competitiveness in the B3 Waste Treatment and Utilization Company in Serang City.
 4. Based on the results of the fourth hypothesis test, it is proven that Total Quality Management has a positive and significant effect on the Company's Performance in the B3 Waste Treatment and Utilization Company in Serang City. Thus, the better the Total Quality Management, the better the Company's Performance in the B3 Waste Treatment and Utilization Company in Serang City.
 5. Based on the results of the fifth hypothesis test, it is proven that Supply Chain Management has a positive and significant effect on the Company's Performance in the B3 Waste Treatment and Utilization Company in Serang City. Thus, the better the Supply Chain Management, the better the Company's Performance in the B3 Waste Treatment and Utilization Company in Serang City.
 6. Based on the results of the sixth hypothesis test, it is proven that Knowledge Management has a positive and significant effect on the Company's Performance in the B3 Waste Treatment and Utilization Company in Serang City. Thus, the better Knowledge Management, the better the Company's Performance in the B3 Waste Treatment and Utilization Company in Serang City.
 7. Based on the results of the seventh hypothesis test, it is proven that the Company's Competitiveness has a positive and significant effect on the Company's Performance in the B3 Waste Treatment and Utilization Company in Serang City. Thus, the better the Company's Competitiveness, the better the Company's Performance in the B3 Waste Treatment and Utilization Company in Serang City.
 8. Based on the results of the eighth hypothesis test, it is proven that Total Quality Management has a positive and significant effect on the Company's Performance through the Company's Competitiveness in the B3 Waste Treatment and Utilization Company in Serang City. Thus, the better the Total Quality Management, the better the Company's Performance through the Company's Competitiveness in the B3 Waste Treatment and Utilization Company in Serang City.
 9. Based on the results of the ninth hypothesis test, it is proven that Supply Chain Management has a positive and significant effect on the Company's Performance through the Company's Competitiveness in the B3 Waste Treatment and Utilization Company in Serang City. Thus, the better the Supply Chain Management, the better the Company's Performance through the Company's Competitiveness in the B3 Waste Treatment and Utilization Company in Serang City.
 10. Based on the results of the tenth hypothesis test, it is proven that Knowledge Management has a positive and significant effect on the Company's Performance through the Company's Competitiveness in the B3 Waste Treatment and Utilization Company in Serang City. Thus, better Knowledge Management will have implications for the Company's Performance through the Company's Competitiveness in the B3 Waste Treatment and Utilization Company in Serang City.

REFERENCES

- Abdillah, M., Primasari, D., & Widianingsih, R. (2019). Pengaruh Strategi Bisnis, Kemampuan Manajerial Dan Pengetahuan Akuntansi Pelaku Umkm Terhadap Kinerja Umkm Bidang Kuliner Di Kabupaten Purbalingga. *Jurnal Optimum*, 9(2), 145–157.
- Ahmad, S., Nugraha, K. E. W., & Arrozaq, M. I. F. (2024). Dampak Daya Saing dan Strategi Pemasaran terhadap Kinerja Perusahaan pada PT. KSE. *Jurnal Pendidikan dan Kewirausahaan*, 12(2), 555–575.
- Aiddha Yuniawati, R., Karyono, K., Sutrisno, S., Khamaludin, K., & Rijal, S. (2023). Analisis Pengaruh Total Quality Management terhadap Motivasi Kerja dan Kinerja Karyawan: Literature Review. *Management Studies and Entrepreneurship Journal*, 4(3), 3192–3197.
- Anom Pancawati, N. L. P. (2022). Total Quality Management Dan Biaya Mutu: Meningkatkan Daya Saing Melalui Kualitas Produk. *Ganaya : Jurnal Ilmu Sosial dan Humaniora*, 5(2), 185–194. <https://doi.org/10.37329/ganaya.v5i2.1674>
- Antari, L. P. R., & Setiawan, P. Y. (2022). Pengaruh total quality management terhadap kinerja perusahaan PT. Pos Indonesia (Persero) Denpasar 80000. *Fair Value: Jurnal Ilmiah*

- Akuntansi dan Keuangan*, 4(9), 4058–4072.
<https://doi.org/10.32670/fairvalue.v4i9.1559>
- Barima, H. (2023). Keunggulan Bersaing: Implikasi Dari Supply Chain Management Dan Kinerja Perusahaan. *Perwira Journal of Economics and Business (PJEB)*, 3(1), 96–101.
- Basten, D., & Haamann, T. (2018). Approaches for Organizational Learning: A Literature Review. *SAGE Open*, 8(3).
<https://doi.org/10.1177/2158244018794224>
- Batara, M., Pundissing, R., & Uddu, L. (2023). Pengaruh Orientasi Pasar, Orientasi Kewirausahaan, Training Dan Kemampuan Manajemen Terhadap Keunggulan Bersaing. *Journal of Management : Small and Medium Enterprises (SMEs)*, 16(1), 139–154.
<https://doi.org/10.35508/jom.v16i1.9643>
- Belhadi, A., Kamble, S. S., Venkatesh, M., Chiappetta Jabbour, C. J., & Benkhathi, I. (2022). Building supply chain resilience and efficiency through additive manufacturing: An ambidextrous perspective on the dynamic capability view. *International Journal of Production Economics*, 249, 108516.
<https://doi.org/https://doi.org/10.1016/j.ijpe.2022.108516>
- Carvalho, V. M., & Tahbaz-Salehi, A. (2019). Production networks: A primer. *Annual Review of Economics*, 11, 635–663.
- Chessa, L., Andajani, E., & Rahayu, S. (2023). Elemen-elemen Supply Chain Management Terhadap Kinerja Industri Kecil Menengah Pengolahan Kopi Di Jawa Timur. *Jurnal Manajemen dan Bisnis Madani*, 5(1), 32–45.
<https://doi.org/10.51353/jmbm.v5i1.696>
- Dwi Putri, P., & Fitriah, E. (2023). Pengaruh Total Quality Management terhadap Kinerja Karyawan. *Bandung Conference Series: Accountancy*, 3(1), 172–177.
<https://doi.org/10.29313/bcsa.v3i1.7176>
- Fakhrudin, F., Derriawan, D., & Tabroni, T. (2022). Strategi Bisnis Peningkatan Kinerja Perusahaan Melalui Kapabilitas Sdm, Inovasi Dan Manajemen Perubahan Dimediasi Daya Saing Pada Jasa Konsultan Wahana Prakarsa Utama. *Excellent*, 8(2), 199–211.
<https://doi.org/10.36587/exc.v8i2.1116>
- Frinces, Z. H. (2011). *Be An Entrepreneur (Jadilah Seorang Wirausaha) Kajian Strategis Pengembangan Kewirausahaan (Terjemah)*. Graha Ilmu.
- Fuad, N. (2017). Pengaruh Kualitas Sumber Daya Manusia dan Daya Saing terhadap Kinerja Organisasi (Studi pada Koperasi Anugrah Mega Mandiri Manado). *Jurnal EMBA*, 5(2), 1653–1663.
- Gaspersz, V. (2019). *Manajemen kualitas dalam industri jasa*. Gramedia Pustaka Utama.
- Ghazali, I., & Latan, H. (2014). *SMART PLS*. Semarang: Undip Press.
- Gunawan, A., Rivai, H. A., & Lukito, H. (2023). Pengaruh Manajemen Bakat dan Pengetahuan terhadap Kinerja dan Komitmen Karyawan dalam Perusahaan. *Jurnal Informatika Ekonomi Bisnis*, 1289–1296.
<https://doi.org/10.37034/infec.v5i4.750>
- Hakim, C. (2023). Dampak Peraturan Lingkungan, Knowledge Management Terhadap Kinerja Keuangan Perusahaan Manufaktur di Jawa Barat. *Sanskara Akuntansi dan Keuangan*, 1(03), 109–119.
<https://doi.org/10.58812/sak.v1i03.103>
- Hasyim, A. A., Mahyuddin, M., & Diansari, P. (2022). Praktik Supply Chain Management Terhadap Daya Saing Ukm Makanan Ringan Kota Makassar Di Era Covid-19. *Mimbar Agribisnis: Jurnal Pemikiran Masyarakat Ilmiah Berwawasan Agribisnis*, 8(2), 1448.
<https://doi.org/10.25157/ma.v8i2.8018>
- Hondro, D. L., Budiarmo, N., & Mawikere, L. M. (2021). Analisis Penerapan Total Quality Management (TQM) Untuk Meningkatkan Kinerja Manajerial Pada PT. Bumi Selaras Asri (Golden Spring dan Meeting Point) Manado. *Going Concern: Jurnal Riset Akuntansi*, 16(1), 86–94.
- Jumady, E., & Fajriah, Y. (2020). Green Supply Chain Management : Mediasi Daya Saing Dan Kinerja Perusahaan Manufaktur. *Jurnal Ilmiah Teknik Industri*, 8(1).
<https://doi.org/10.24912/jitiuntar.v8i1.6899>
- Koeswanto, V. F., & Widyaningdyah, A. U. (2012). Tata Kelola, Pengendalian Internal, dan Kinerja Keuangan Perusahaan Manufaktur di Indonesia. *GEMA : Jurnal Gentiaras Manajemen dan Akuntansi*, 14(2), 71–79.
<https://doi.org/10.47768/gema.v14.n2.202201>
- Kristianti, I. P. (2018). Analisis pengaruh struktur modal terhadap kinerja keuangan perusahaan.

- Jurnal Akuntansi Dewantara*, 2(1), 56–68.
<https://doi.org/https://doi.org/10.29230/ad.v2i1.2222>
- Kusuma, S. D., & Fifi Devie. (2013). Analisa Pengaruh Knowledge Management Terhadap Keunggulan Bersaing dan Kinerja Perusahaan. *Business Accounting Review*, 1(2), 161–171.
- Laras, T., Kresnanto, N. C., Raharti, R., Nurwiyanta, N., & Wibowo, A. G. (2019). The effect of knowledge management and talent management on employee performance and the impact on competitive advantage (Survey at private colleges in Kulonprogo district, Yogyakarta). *Management and Economics Journal (MEC-J)*, 3(1), 41. <https://doi.org/10.18860/mec-j.v0i2.6715>
- Lestari, T. Y., Khasanah, U., & Kuntadi, C. (2022). Literature Review Pengaruh Pengetahuan, Modernisasi Sistem Administrasi Dan Sosialisasi Perpajakan Terhadap Kepatuhan Wajib Pajak Orang Pribadi. *Jurnal Manajemen Pendidikan dan Ilmu Sosial (JMPIS)*, 3(2), 670–681.
- Maddeppungeng, A. (2016). Pengaruh Tqm (Total Quality Management) Dan Scm (Supply Chain Management) Terhadap Daya Saing Pada Industri Konstruksi (Studi Kasus pada Kontraktor Bersertifikat Iso 9001 Di Dki Jakarta). *Fondasi : Jurnal Teknik Sipil*, 5(2). <https://doi.org/10.36055/jft.v5i2.1262>
- Maddeppungeng, A., Ujjianto, R., & Damanik, M. F. (2019). Pengaruh Supply Chain Management (SCM) Terhadap Daya Saing Dan Kinerja Proyek Pada Konstruksi Gedung Bertingkat Tinggi (Studi Kasus : Proyek Konstruksi Gedung Bertingkat Tinggi di DKI Jakarta dan Tangerang). *Fondasi : Jurnal Teknik Sipil*, 8(1). <https://doi.org/10.36055/jft.v8i1.5394>
- Makarim, M. H. (2019). Analisis Pengaruh Halal Supply Chain Management dan Green Supply Chain Management terhadap Kinerja Perusahaan. *Implementation Science*, 9(1), 64–72.
- Manteiro, M. C. . (2020). Model Strategi Pengembangan Kompetensi Sumberdaya Manusia Pada Sektor Parawisata Sebagai Upaya Meningkatkan Kinerja Perhotelan Di Kota Kupang. *Bisman - Jurnal Bisnis & Manajemen*, 5(01), 106–114.
- Mayasari Ginting, Y., Grace, K., Chandra, S., & Desmawanto Nainggolan, R. (2023). Pengaruh Knowledge Management Terhadap Inovasi Dan Daya Saing Berkelanjutan (Sustainable Competitive Advantage). *SEIKO : Journal of Management & Business*, 6(2), 367–383.
- Mooy, D. (2022). Pengaruh Kompetensi Individu, Disiplin Dan Dukungan Manajemen Terhadap Kinerja Karyawan Hotel Pelangi Kota Kupang Dengan Motivasi Kerja Sebagai Variabel Mediasi. *Jurnal Bisnis dan Manajemen*, 7(1), 2022. <https://doi.org/10.32511/bisman.v2i2.56>
- Mughni, M. S., & Fitriah, E. (2023). Pengaruh Penerapan Total Quality Management dan Motivasi Kerja terhadap Kinerja Manajerial. *Jurnal Riset Akuntansi*, 49–56. <https://doi.org/10.29313/jra.v3i1.1785>
- Munanta, N., Hasan, M., & Rani, H. A. (2016). Pengaruh Quality Management Terhadap Daya Gedung Di Kota Banda Aceh. *Jurnal Teknik Sipil Universitas Syiah Kuala*, 6(1), 67–76.
- Mundung, B. I., & Mawitjere, P. S. (2022). Pengaruh Total Quality Management (TQM) Terhadap Kinerja Perusahaan Dengan Budaya Kualitas Dan Daya Saing Sebagai Mediasi (Studi Pada UMKM Di Tondano Kab. Minahasa). *Jurnal Manajemen dan Bisnis*, 7(4), 168.
- Nawawi, M. A., & La'alang, A. (2020). Urgensi Peningkatan Mutu Dengan Menggunakan Total Quality Manajemen (TQM) Dalam Pendidikan Islam di Era Millenial. *Andragogi: Jurnal Pendidikan Islam dan Manajemen Pendidikan Islam*, 2(2), 188–204. <https://doi.org/https://doi.org/10.36671/andragogi.v2i2.104>
- Nurzaman, A., & Aulawi, H. (2023). Pengaruh Knowledge Management Terhadap Kinerja UMKM di Kabupaten Garut. *Jurnal Kalibrasi*, 21(1), 1–9. <https://doi.org/10.33364/kalibrasi/v.21-1.1087>
- Porter, M. E. (2008). *Competitive Advantage (Keunggulan Bersaing)*, Terjemah. Karisma Publishing Group.
- Prasetyo, Y., Suwarsih, S., & Assyofa, A. R. (2023). Pengaruh Manajemen Talenta dan Manajemen Pengetahuan terhadap Kinerja Karyawan. *Bandung Conference Series: Business and Management*, 3(2). <https://doi.org/10.29313/bcsbm.v3i2.9014>

- Putri, S., Kurniawan, D., & Harto, H. (2023). Pengaruh Supply Chain Management Terhadap Kinerja Umkm Usaha Dagang Bahan Bangunan Di Kabupaten Lampung Timur. *Fidusia : Jurnal Keuangan Dan Perbankan*, 6(2).
<https://doi.org/10.24127/jf.v6i2.1830>
- Ramadhan, F. K., & Alhazami, L. (2023). Pengaruh Supply Chain Management, Total Quality Management, Marketing Capability Terhadap Competitive Advantage Kecap Majalengka. *Jurnal Ilmiah Manajemen, Bisnis dan Kewirausahaan*, 3(3), 78–90.
<https://doi.org/10.55606/jurimbik.v3i3.542>
- Rizki Amelia, A., Nurulwaqha, A., Aulia Yusuf, R., Studi Kesehatan Masyarakat, P., & Kesehatan Masyarakat, F. (2023). Hubungan Knowledge Management dengan Kinerja Tenaga Kesehatan di Puskesmas. *Ekonomika*, 7(1), 376–384.
- Rochmawati, D. R., Hatimatunnisani, H., Veranita, M., & Pajajaran, P. (2023). Mengembangkan Strategi Bisnis di Era Transformasi Digital. *COOPETITION: Jurnal Ilmiah Manajemen*, 14(1), 101–108.
- Rohmasari, I. D., & Fakhroni, Z. (2023). Pengaruh Supply Chain Management Terhadap Pertumbuhan Laba Dengan Keunggulan Kompetitif Sebagai Pemediasi. *Journal of Applied Managerial Accounting*, 7(2), 208–220.
<https://doi.org/10.30871/jama.v7i2.5742>
- Saffar, N., & Obeidat, A. (2020). The effect of total quality management practices on employee performance: The moderating role of knowledge sharing. *Management Science Letters*.
- Samsiah, S. (2018). Pengaruh Knowledge Management Dan Teknologi Informasi Terhadap Keunggulan Bersaing Dan Kinerja Universitas. *Jurnal Manajemen*, 22(2), 168.
<https://doi.org/10.24912/jm.v22i2.356>
- Santoso, E. B., Fiermaningsih, N., & Murtiyanto, R. K. (2018). Pengaruh Budaya Organisasi Terhadap Kinerja Organisasi. *Adbis: Jurnal Administrasi dan Bisnis*, 12(1), 40.
<https://doi.org/10.33795/j-adbis.v12i1.36>
- Serang, S., Anggun, A., Dio, T., & Baso, A. R. (2023). Pengaruh Total Quality Management Dan Supply Chain Management Terhadap Kinerja Operasional. *SEIKO : Journal of Management & Business*, 6(2), 327–337.
- Suganda, F. R. (2018). Journal of Knowledge Management Konsep Green Supply Chain Management. *Journal of Knowledge Management*, Vol. 12; N, 039–044.
- Sugiyono. (2015). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Syahreva, D., & Alhazami, L. (2022). Pengaruh Supply Chain Management Terhadap Keunggulan Kompetitif Dan Kinerja Perusahaan Pada Umkm Industri Kuliner Di Jakarta Barat. *JISMA: Jurnal Ilmu Sosial, Manajemen, dan Akuntansi*, 1(4), 535–544.
<https://doi.org/10.59004/jisma.v1i4.190>
- Syahrudin, & Huda, M. (2023). Pengaruh Supply Chain Management (SCM) terhadap Kinerja Perusahaan Melalui Keunggulan Bersaing Sebagai Variabel Mediasi (Studi Kasus Seller Lazada di Kabupaten Cirebon Kecamatan Kaliwedi). *JSMA (Jurnal Sains Manajemen dan Akuntansi)*, 15(2), 130–144.
<https://doi.org/10.37151/jsma.v15i2.125>
- Tjiptono, F. (2015). *Strategi Pemasaran Edisi Empat*. Yogyakarta: Andi Offset.
- Tummala, R., & Schoenherr, T. (2011). Assessing and managing risks using the supply chain risk management process (SCRMP). *Supply Chain Management: An International Journal*, 16(6), 474–483.
- Wahyono. (2020). The mediating effects of product innovation in relation between knowledge management and competitive advantage. *Journal of Management Development*, 39(1), 18–30. <https://doi.org/10.1108/JMD-11-2018-0331>
- Wulandari, W., Sari, R. N., & L, A. A. (2017). Pengaruh Supply Chain Management Terhadap Kinerja Perusahaan Melalui Keunggulan Bersaing. *Jurnal Ekonomi*, 21(3), 462–479.
<https://doi.org/10.24912/je.v21i3.31>
- Yudhanti, C., Hasmawaty, & Hardini, S. (2019). Pengaruh Penerapan Total Quality Management Terhadap Daya Saing Perusahaan. *journal Conference on Engineering Science, Vol 1 No 1(1)*, 164–173.