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Effect of Innovation Capability on Marmer Supply Chain Performance (Case Study at Amazing Indonesian Alabaster)

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ABSTRACT

Amazing Indonesian Alabaster is an MSME company that managing marble raw materials into (home accessories). This internship was conducted using a quantitative approach. The work analysis unit analysis is on employees with permanent status and non-managerial at Amazing Indonesian Alabaster. Based on the analysis in the internship activities, it shows that: (1) Innovation capability has a positive effect on supply chain performance with a regression coefficient of 0,250; (2) based on arithmetic data the ability to innovate is referred to with an average of 3,52, meaning that the individual factors of employees factor is highly approved to be applied at Amazing Indonesian Alabaster because employees have a high ability to innovate characterized by the progress of innovation activities. Based on arithmetic data, supply chain performance performance is referred to as an average of 3,60, meaning that sales performance is in the category of high high level of sales in this company in the absence of the Covid-19 pandemic.

INTRODUCTION

Supply chain performance is a concept of improving the performance of supply chain management and value creation. Supply chain performance contributes substantially to both theoretical and practical aspects, with many empirical studies showing that the performance of business operations

affected by information flow and logistics in supply chain partnerships is substantial and comprehensive (Elwisam and Lestari, 2019).

Every company certainly realizes the importance of the supply chain, especially with its purpose as an effort to optimize profits by meeting consumer needs. The existence of this supply chain or supply chain also makes it easier for companies to manage, monitor, and supervise the flow or flow of information and products from upstream to downstream, and vice versa. So that there is an integration process at stages such as in terms of information flow, relationships and long-term cooperation with suppliers or other related parties (Charir, Primyastanto and Abidin, 2017). Thus, it requires a strategy that is as careful as possible to handle supply chain performance in order to maximize company operations to be able to meet market needs. Moreover, the competition that is currently happening so tightly has demanded companies to continue to innovate, think creatively, and produce quality products at prices that are easily accessible to consumers. This of course can also be supported by optimal supply chain performance (Ryiadi and Yasa, 2016).

Amazing Indonesian Alabaster is a micro, small and medium enterprise (MSME) established in 2018. PT Amazing Indonesian Alabaster/AIA is an MSME company that manages marble raw materials into household appliances (home accessories). PT Amazing Indonesian Alabaster/AIA, as one of the companies in the marble/natural stone industry that aims to make a profit, of course, has several policies that have been determined to fulfill one of the desires of natural marble/stone consumers both to renovate houses and as jewelry to make it look natural. The Human Resources and General Affair (HR&GA) Department of Amazing Indonesian Alabaster requires the ability to innovate in developing its products in order to meet market demand and apply in the company. The results of research conducted by Saunila (2014) show that there is a positive relationship between the ability to innovate and the performance of SMEs, as well as a form of contribution that allows the emergence of a good relationship between performance and the ability to innovate. At the same time, it explains that operational performance can be influenced by the level of ability to innovate. This means that the ability to innovate is included in the structural level of performance measurement and also determines actual performance. Consumers today are known to be more critical when facing the growing and evolving range of products available in the market. The increasingly diverse needs and desires of consumers for these products must also be able to respond well. So that the accuracy and accuracy of AIA's performance is needed to be able to maximize the innovation capability program with good quality marble/natural stone supply chain performance towards the segment to be achieved and expand the market to be reached. This of course aims to maximize performance in terms of innovation capabilities so that the products produced continue to be better and more efficient. Thus, the segmentation and benefits obtained through AIA's performance are also getting bigger.

The objectives of this internship are: (1) To determine the effect of innovation capability on supply chain performance at Amazing Indonesian Alabaster; (2) to find out what kind of innovation ability is suitable to be applied in Amazing Indonesian Alabaster.

LITERATURE REVIEW

Innovation Capability

Innovation capability is a point of achievement or social and economic success on the basis of the production of various new ways or combinations and improvements to old ways, which are then

able to produce outputs with a significant impact on the use value or benefits and economic value. In other words, innovation capability is an aspect that affects the ability of an organization or company to manage innovation (Saunila, 2014).

Information will be responded to in such a way that it will gradually form its own practices or beliefs through the innovation process. This means that the development of new product innovations tends to be based on practices and beliefs about future success when they are carried out, which shows that product innovation cannot be interpreted as a practical process. Then with the passage of time, the process of innovation activities also includes assessment, market acceptance or new technology, knowledge, and technology (Widodo, 2013).

Innovation capabilities greatly support companies in determining company performance decisions to manage existing resources to meet company goals related to innovation, so that it will also become a value as well as a building advantage in competing more effectively and efficiently. Then the ability to innovate will maximize the company's operational performance through the creation of various new products, processes, or technologies with the intention of reducing the cost burden on the environmental impact of operations, as well as improving the efficiency of raw materials and energy used.

Thus, higher innovation capability will affect supply chain performance and maximize innovation on an ongoing basis. Moreover, the identification of innovation capability cannot be done in isolation, and is very useful in strengthening the company's operational processes and practices. Therefore, the application of performance measurement approaches can be a key mechanism to stimulate, strengthen and drive innovation.

Innovation Capability Indicator

Innovation capability is interpreted to be an internal ability of the company to be able to provide an overview of the factors that determine the level of organizational ability to sustain innovation and increase the value of the organization or other stakeholders.

As conveyed by Saunila (2014) through his research, the definition of innovation capability is an ability possessed by the company to be able to influence the organization in management in terms of innovation. Saunila (2014) also conveyed several dimensions of identification which became several variables of innovation capability, the following is its description:

- Participative leadership culture → This dimension is explained by Saunila (2014) as the actions or ways of leaders in persuading others, building harmonious cooperation and loyalty, encouraging the participation of workers, and motivating ownership or a sense of ownership of workers over the company.
- Idea creation and structure organization → This dimension Saunila (2014) explains as the activity of managing various things, which include ideas, creations, or management that underlie the system in related organizations.
- Work climate and well-being factors → This dimension Saunila (2014) explains as a person's view regarding the organization that the place where he works will have an impact on his life.
- Regeneration → This dimension Saunila (2014)explains as a number of outputs or outputs of the work of employees or workers when performing their respective duties.
- Individual employee factors → This dimension Saunila (2014) describes as the characteristics of each person which include biographical characteristics, views, personality, and attitudes.

Performance

Company performance is simply referred to as a form of profitability, or the company's ability to collect as much profit or profit as possible based on its operations, which is usually measured through the use of financial ratios (Munawir, 2004).

Performance is a strategic way to be able to strengthen and improve the economic basis of the majority of people, especially those that take place through efforts to open up jobs, and minimize inequality. So that efforts to improve company performance must be carried out as systematically as possible, in a comprehensive and planned manner, both from the micro, meso, and macro levels, which include (Widodo, 2013):

1) Building a business climate that opens up the widest possible employment opportunities, and guarantees business certainty, as well as streamlining the running economic cycle
2) Developing a business support system for companies in increasing access to productive resources so that the opportunities and potential resources available can be utilized properly
3) Entrepreneurship development and competitive advantage
4) Empowerment of micro-scale businesses to encourage increased community income in the informal sector, especially with actors who are still categorized as poor families.

Factors that Affect Performance

According to Priansa (2017), there are various factors that affect performance, that is:

- Individual Capabilities → These individual abilities include aspects of talent, interest and personality factors of each individual, with some materials that can be utilized to improve them, such as understanding, knowledge, and interpersonal or technical skills.
- Effort Exerted → This effort is related to what a person does when doing work, work motivation and attendance levels.
- Organizational Environment → Within the organizational scope, there are facilities provided by the company for its employees. Some of these include training and development, facilities and equipment, management systems, and technology.

Supply Chain

Supply chain or in the scope of business called supply chain is explained as a concept related to the distribution flow of products, information, or finance. Pujawan and Er (2017) suggests that there are generally three types of supply chain flows. First, the flow of goods from upstream to downstream. Second, the flow of money and finance from downstream to upstream. Third, the flow of information from upstream to downstream and vice versa. So it can be understood that in business there is a distribution process from the production process to the consumer. Furqon (2014) explains that in general, the supply chain is related to the flow and change of products from raw materials to being received by users or consumers. In it, several processes are involved, which include production, storage, shipping, distribution, and selling products on demand.

Supply Chain Performance

Supply chain performance according to Heizer and Render (2015) explains that supply chain performance is a process that provides an overview of the process of coordinating a series of activities, from raw materials to customer or consumer satisfaction. This management process is

intended to optimize benefit advantages and is competitive in the supply chain, which finds its main features related to the role of each member involved in this supply chain for mutual benefit.

Supply chain performance is a concept related to the optimization of distribution, following the planning of production schedules to the required logistics system. It also includes the entire material management process, which is concerned with the supply, production, and distribution of products to consumers. Physically, this will convert or transform raw materials into finished products, until the process of shipping them to users.

Evaluating the performance of various processes that affect supply chain performance is one of the key criteria for effective supply chain management. Along with the development of today's market that is growing, customer needs are getting higher. So the role of suppliers is needed in managing and distributing products to end customers (Chopra *et al.*, 2017).

Supply Chain Performance Indicators

Calantone, Cavusgil and Zhao (2002) explain that innovation is a determinant of organizational performance. In simple terms, performance is also interpreted as profitability, or the ability a company has in collecting its operating profits, which is usually measured through the use of financial ratios (Munawir, 2004).

Framework

The framework used in writing this final internship report is how the ability to innovate affects the performance of the marble supply chain at Amazing Indonesian Alabaster and to find out what kind of innovation capabilities are appropriate to be applied at Amazing Indonesian Alabaster.

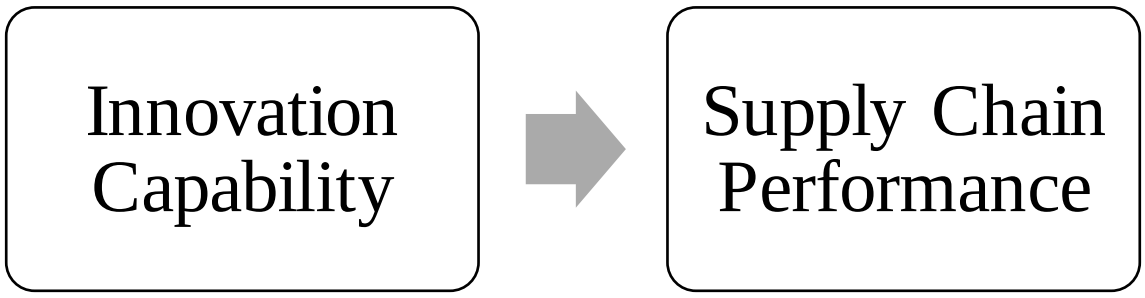

Figure 1. Framework

INTERNSHIP METHOD

Approach

This internship research uses a quantitative approach. According to Sugiyono (2022) a quantitative approach is a type of research based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, data analysis in the form of numbers and analysis using statistics.

Unit of Analysis

The unit of work analysis is on permanent and non-managerial employees at Amazing Indonesian Alabaster. This unit of analysis is implemented in 2023.

Types and Sources of Data

The types of data used are primary and secondary data.

a) Primary data → The primary data obtained from the questionnaire given is the technique used to collect data through giving questions and statements to the respondents who are determined to be answered. The questionnaire scale used is a likert scale of 1-5
b) Secondary data → Secondary data is obtained from Amazing Indonesian Alabaster such as documents, company profiles, photos of marble decoration products produced and other data related to the topic of this internship activity.

Data Analysis Method

Simple Linear Regression Analysis

Simple regression analysis is an analysis that is useful in identifying the level of influence given by the independent variable on the dependent variable, which is carried out with the aim of proving the hypothesis (Santoso, 2019). Simple regression analysis testing is carried out to prove the hypothesis proposed, whether the innovation capability variable affects the performance of the marble supply chain at Amazing Indonesian Alabaster. The following is the regression equation:

$$Y = a + bX + e$$

a : constant
b : regression coefficient
X : innovation capability
Y : supply chain performance
e : error term

This hypothesis test applies a significant level (alpha) of 5% based on the following hypothesis criteria:

- When P value (sig.) < α worth 0,05; it means Ha is accepted.
- When the P value (sig.) > α worth 0,05; it means Ha is rejected.

Simple regression analysis testing in this study was used to determine the effect of innovation capability on marble supply chain performance at Amazing Indonesian Alabaster.

Arithmetic Mean Method

According to Sugiyono (2022), the arithmetic mean is used to determine or calculate the average value (mean) using arithmetic calculations. The arithmetic mean is obtained from the sum of the values of all questionnaire answers divided by the number of respondents. In this internship research the arithmetic mean was used:

- To determine employee perceptions of innovation capabilities at Amazing Indonesian Alabaster.

– To determine employee perceptions of marble supply chain performance at Amazing Indonesian Alabaster.

Characteristics of Respondents

Table 1. Descriptive Analysis of Demographic Variables

Demographic Variables	N	%
Age		
Under 30 years	13	26
31 – 40 years	29	58
41 – 50 years	8	16
Gender		
Man	41	82
Woman	9	18
Status		
Marry	30	60
Not married yet	20	40
Last education		
Elementary/Junior High School	17	34
High School/Vocational High School Equivalent	33	66
Years of service		
Less than 5 years	38	76
6-10 years	12	24

ANALYSIS RESULTS

Simple Linear Regression

This analysis is used to determine whether there is an effect of innovation capability on supply chain performance at Amazing Indonesian Alabaster.

Table 2. Simple Linear Regression Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27,027	2,341		11,545	0,000
	Innovation Capability	0,25	0,056	0,409	4,485	0,000

Then the regression equation is obtained as follows:

$$Y = 27{,}027 + 0{,}250X + e$$

The equation can be interpreted that the constant value of 27,027 indicates that if there is no innovation capability, the supply chain performance at Amazing Indonesian Alabaster remains, at 27,027 or positive.

Innovation capability has a regression coefficient of 0,250, meaning that innovation capability has a positive effect on supply chain performance at Amazing Indonesian Alabaster. This means that the better the innovation capability is applied, the better the supply chain performance at Amazing Indonesian Alabaster will be.

Statistically, innovation capability has a significant effect on supply chain performance at Amazing Indonesian Alabaster, as indicated by a sig value of 0,000 < 5% confidence level. Thus Ha is accepted.

Arithmetic Mean Value Recapitulation

Innovation Capability Variable

Table 3. Recapitulation of the Arithmetic Mean Value of Innovation Capability on Supply Chain Performance in Amazing Indonesian Alabaster

Questionnaire Item Indicators	Category	Number of Respondents	Value	Amount	Percentage	Mean
The products offered from our products are quite competitive	SA	25	4	100	60,2	3,39
	A	19	3	57	34,3	
	DA	3	2	6	3,6	
	SD	3	1	3	1,9	
	Total	50		166	100	
We actively offer our product range	SA	24	4	96	60,4	3,43
	A	17	3	51	32,0	
	DA	3	2	6	3,8	
	SD	6	1	6	3,8	
	Total	50		159	100	
Cooperation is going well in our company	SA	23	4	92	56,1	3,5
	A	21	3	63	38,4	
	DA	3	2	6	3,7	
	SD	3	1	3	1,8	
	Total	50		164	100	
We are quite successful in our promotion program	SA	25	4	100	62,4	3,44
	A	16	3	48	30,0	
	DA	3	2	6	3,8	
	SD	6	1	6	3,8	
	Total	50		160	100	
We are actively making market breakthroughs	SA	24	4	96	58,2	3,52
	A	20	3	60	36,4	
	DA	3	2	6	3,6	
	SD	3	1	3	1,8	
	Total	50		165	100	

Based on table 3, it can be seen that the ability to innovate at Amazing Indonesian Alabaster has the highest indicator, that is, we are actively making market breakthroughs with an average score of 3,52, meaning that employees have a high ability to innovate, marked by the progress of innovation activities, the development process can become practice and belief, existing to value, accept new markets as well as new technologies with new knowledge value.

While the lowest indicator, that is the products offered from our products are quite competitive with an average score of 3,39, meaning that even though there is no active participation from the manager (management) in the idea, creation and development of product progress at Amazing Indonesian Alabaster, the products produced are still high. Thus the innovation capability implemented at Amazing Indonesian Alabaster is that we are actively making market breakthroughs by referring to the highest average value on innovation capability.

Supply Chain Performance Variables

Table 4. Summary of Arithmetic Mean Values in Supply Chain Performance in Amazing Indonesian Alabaster

Questionnaire Item Indicators	Category	Number of Respondents	Value	Amount	Percentage	Mean
You want to participate in the sale of marble products	SA	25	4	100	63,7	3,48
	A	16	3	48	30,6	
	DA	3	2	6	3,8	
	SD	3	1	3	1,9	
	Total	50		157	100	
I agree that the quality of marble products has met my expectations	SA	24	4	96	60,4	3,55
	A	17	3	51	32	
	DA	3	2	6	3,8	
	SD	6	1	6	3,8	
	Total	50		159	100	
I agree that marble products are very popular	SA	25	4	100	60,2	3,60
	A	19	3	57	34,3	
	DA	3	2	6	3,6	
	SD	3	1	3	1,9	
	Total	50		166	100	
I agree that marble products with good designs and patterns can meet your needs	SA	21	4	84	53,9	3,58
	A	20	3	60	38,5	
	DA	3	2	6	3,8	
	SD	6	1	6	3,8	
	Total	50		156	100	
We actively send HR to craft skills training places	SA	23	4	92	56,1	3,46
	A	21	3	63	38,4	
	DA	3	2	6	3,7	
	SD	3	1	3	1,8	
	Total	50		164	100	

Questionnaire Item Indicators	Category	Number of Respondents	Value	Amount	Percentage	Mean
We always explore knowledge related to craft businesses	SA	26	4	104	62,3	3,11
	A	18	3	54	32,3	
	DA	3	2	6	3,6	
	SD	3	1	3	1,8	
	Total	50		167	100	
We are able to manage product sales better than our competitors	SA	25	4	100	60,2	3,48
	A	19	3	57	34,4	
	DA	3	2	6	3,6	
	SD	3	1	3	1,8	
	Total	50		166	100	

Based on table 4 it can be seen that the highest indicator is I agree that marble products are very popular with an average score of 3,60. Means that the sales performance is highly approved because it is included in the category of high levels of sales in this company. While the lowest indicator with an average score of 3,11 is that we always explore knowledge related to craft businesses. Thus the performance of the supply chain at Amazing Indonesian Alabaster is I agree that marble products are very popular with reference to the highest average value on sales performance.

Discussion

Based on the analysis of the internship activities described above which states that the ability of innovation affects supply chain performance at Amazing Indonesian Alabaster, it is proven. Shown by the regression coefficient value of 0,250 and a sig value of 0,000 <0,05. This means that the ability to innovate has a positive and significant effect on supply chain performance at Amazing Indonesian Alabaster. The better the innovation ability implemented by the manager (management), the better the performance of the supply chain at Amazing Indonesian Alabaster. This means that the performance of the supply chain at Amazing Indonesian Alabaster is influenced by the strategy in the innovation capability phase of entrepreneurship based on new product development and depending on the company's commitment to increasing innovation capabilities. Innovation capability is the main driver of supply chain performance in the marble stone processing business sector.

These results are supported by the question items perceived as agreeable by the respondents. Valuation occurs on our items are actively making market breakthroughs and I agree that marble products are very popular. This can be explained that the participation of ideas and creations is the involvement of all managers (management) in an MSME to carry out activities in achieving predetermined targets in its sales performance. To prevent functional or dysfunctional impacts, it is necessary to involve operational management at lower levels in operations. With participation in management by lower level management, it is expected to improve the performance of the MSME supply chain in accordance with predetermined sales targets. Thus, aspects that affect the company's ability to manage innovation in such a way that each employee is responsible for each task they carry out against the set product development targets at Amazing Indonesian Alabaster can be achieved.

CONCLUSION

Based on the results of data analysis on the influence of innovation ability on the performance of the marble supply chain (a case study in Amazing Indonesian Alabaster), the following conclusions can be drawn:

1. The effect of the ability of innovation on the performance of the marble supply chain in Amazing Indonesian Alabaster is as follows: the innovation ability variable has a regression coefficient of 0,250; which means that the ability of innovation has a positive effect on the performance of the marble supply chain in Amazing Indonesian Alabaster. This means that the better the innovation capabilities implemented, the better the performance of the marble supply chain at Amazing Indonesian Alabaster, as indicated by the sig. of 0,000 < 5% confidence level.
2. Based on arithmetic data, the innovation ability is called an average of 3,52; meaning that individual employee factors are highly approved to be implemented in Amazing Indonesian Alabaster because employees have high innovation abilities marked by the progress of innovation activities, the development process can become existing practices and beliefs for assess, accept new markets and new technologies by making market breakthroughs and the value of new knowledge. Based on arithmetic data, the performance of the marble supply chain is called an average of 3,60; meaning that the sales performance at Amazing Indonesian Alabaster is in the category of high levels of sales in this company, supported by very popular marble products.

Meanwhile, based on the results of this internship research, the recommendations given are as follows:

1. Regarding innovation ability; it is hoped that Amazing Indonesian Alabaster will create product innovations according to the needs and tastes of customers and it is hoped that Amazing Indonesian Alabaster will be more competitive in setting the price of the products it produces.
2. It is hoped that Amazing Indonesian Alabaster will implement one of the strategies to increase production output so that it reaches customers optimally without using a long marketing chain like during the Covid-19 pandemic and pays more attention to marketing and promotion by looking at gaps and opportunities for the superiority of the products offered because These two things complement each other so that product sales can be better than competitors.

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