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The Effect of Supply Chain Capability on Competitive Advantage: Mediated by Supply Chain Integration and Supply Chain Resilience in the Bread Industry of Kendari City

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A B S T R A C T
Maintaining competitive advantage amidst supply chain competition is one of the important factors that must be considered. This study aims to examine the ability of the supply chain to competitive advantage mediated by supply chain integration and supply chain resilience in the bakery industry in Kendari City. Using a quantitative approach with a questionnaire survey and data analysis through SEM-PLS 3.0. This study involved owners and employees in 13 bakery industries totaling 52 respondents who have filled out the questionnaire and become samples in this study. The results show that supply chain capability has a positive and significant effect on competitive advantage (O = 0.080; P = 0.000). Supply chain capability has a positive and significant effect on supply chain resilience (O = 880; P = 0.000). Supply chain capability has a positive and significant effect on competitive advantage (O = 0.445; P = 0.001). Supply chain integration has a positive and significant effect on competitive advantage (O = 0.183; P = 0.026). Supply chain resilience has a positive and significant effect on competitive advantage (O=0.390; P=0.000). Supply chain capability has a positive and significant effect on competitive advantage mediated by supply chain integration (O=0.161; P=0.033). Supply chain capability has a positive and significant effect on competitive advantage mediated by supply chain resilience (O=0.343; P=0.000). These findings indicate the importance of paying attention to supply chain capabilities, resilience, and integration in enhancing competitive advantage.

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INTRODUCTION

To maintain a competitive edge amidst competition, the supply chain phenomenon in Indonesia has become a crucial issue in developing industrial competitiveness, particularly in the manufacturing and food sectors, including the bakery industry. Many businesses face challenges in managing complex supply chains, which span everything from raw material procurement, production, distribution, and customer service. (Adiba et al., 2021)

To improve the efficiency and productivity of company operations, supply chain integration is very important. (Sutanto & Japutra, 2021) . Coordination issues between supply chain members, such as suppliers, manufacturers, and distributors, frequently occur during this integration in Indonesia. Lack of integration disrupts the flow of goods and information, reducing the supply chain's resilience to disruptions. The concept of supply chain integration enables parties in the supply chain to collaborate and work effectively, enhancing competitive advantage. (Ilmiyati & Munawaroh, 2016)

In Indonesia, supply chain resilience is a critical issue that is receiving increasing attention. For example, the Kendari City bakery industry is experiencing a number of challenges, including uncertain raw material supplies and unexpected changes in demand. For supply chains to remain operational and companies to survive and thrive, adapting and responding to disruptions is crucial. The ability to survive and compete effectively in local and national markets is influenced by these supply chain resilience factors. (Miranti & Santosa, 2024) . However, real challenges on the ground are the shortage of human resources skilled in modern supply chain management, as well as suboptimal infrastructure in some areas, including Kendari City. This creates a gap in capabilities between large companies in major cities and small and medium enterprises (MSMEs), which often continue to operate traditionally. Supply chain management training and capacity building are crucial to improving the resilience and integration of the supply chain as a whole. (Santosa & Dewayana, 2024) .

The facts in Kendari City, particularly in the bakery industry, highlight real issues in supply chain management that impact competitive advantage. Optimal raw material inventory management is crucial. Demand for raw materials such as flour, sugar, eggs, and butter fluctuates, requiring appropriate ordering and storage strategies to ensure smooth production and avoid stockouts during times of high demand. (Hapsari et al., 2025) . In addition to raw material inventory issues, bakery businesses in Kendari also face the issue of recording and managing production and sales data, which is still done manually. This makes it difficult to control production and distribution volumes and hinders accurate business performance analysis. Limitations in modern supply chain management systems impact the ability to integrate between businesses, making the supply chain less effective and resilient in the face of market disruptions or rising production costs. (Sutanto & Japutra, 2021) . Given the bakery industry's vulnerability to disruptions in raw material supply and changes in consumer demand, supply chain resilience must be strengthened. Several businesses in Kendari are vulnerable to rising raw

material prices and supply delays due to their reliance on local suppliers. To maintain production stability and market leadership, better integration between suppliers, manufacturers, and distributors is needed to enhance the resilience of this supply chain.

High public consumption and new businesses are driving the continued growth of Kendari's bread industry. However, in this increasingly competitive environment, every company must have superior supply chain capabilities to maintain its market position. (Santosa & Dewayana, 2024) . Strengthening supply chain integration and resilience to the threat of uncertain supply are key to success in facing competition and are a major factor in creating competitive advantage in local and national markets.

Overall, the bakery industry in Kendari City reflects the urgent need to develop more integrated and resilient supply chain capabilities to support business growth and sustainability. Research into the impact of supply chain capabilities on competitive advantage through supply chain integration and resilience is crucial for offering strategic solutions for bakery companies in Kendari City to address current challenges.

LITERATURE REVIEW

Competitive Advantage

The ability of a company to do things better than other companies in the same industry or market is known as competitive advantage (Ilmiyati & Munawaroh, 2016) . (Anisa et al., 2025) said that competitive advantage is the ability of an organization to utilize resources and connect them to achieve the company's planned final goals. This advantage is able to create or encourage organizations or companies to exploit and create external opportunities for resources owned by the company or organization (Saragih et al., 2020) . While competitive is a description of the company's condition in competition on a product based on the amount of funds and creating larger funding alliances than before (Bi et al., 2010) . Competitive advantage Competitive advantage is assessed as an advantage, condition, or position of an organization (Siagian et al., 2021) .

According to Porter (1990), if the income earned is greater than the costs incurred, then an organization can be said to have achieved competitive advantage. Competitive advantage is the ability to increase income even though an organization is in competitive competition and this is one aspect of achieving competitive advantage. (Porter, 1990 in (Mubarik et al., 2021) . Competitive advantage can be obtained if a company has the ability to better present each of its business operational processes in producing goods and services with high quality and competitive prices. So that the resulting product is able to compete in terms of quality, price, product delivery, and flexibility compared to its competitors in the market. (Afshan et al., 2024) .

Competitive advantage can be implemented if a company can achieve strategic, operational, and tactical advantages. To achieve superior goals compared to competitors, a company must formulate a strategy that is appropriate to the company's internal and external conditions, which will then be implemented in competition and can create superior processes in its daily

life (Anisa et al., 2025) . Competitive advantage is a profit strategy from companies that collaborate to compete more effectively in the market. The use of competitive advantage can have a positive impact on marketing performance.

Supply Chain Capabilities

In the context of supply chains, "supply chain capability" refers to the internal ability of a company (as well as its supply network) to carry out supply chain tasks such as procurement, production, distribution, coordination between partners, and data exchange in an efficient and effective manner (Miranti & Santosa, 2024) .

Supply chain capabilities have evolved gradually through skills, knowledge, SCM routines developed within the organization and by network partners, and complex interactions within the organization. These capabilities and skills are not limited to managing supply chain functions such as production planning, transportation, and procurement (Anisa et al., 2025) . Supply chain capabilities encompass a company's ability to build long-term relationships, design and utilize cross-functional teams, facilitate communication, and engage supply chain actors to create strategic value for stakeholders and customers. (Bi et al., 2010) .

Supply chain capability is a company asset that can improve competitiveness and supply chain efficiency. It is crucial to consider this, as competition is no longer between companies but across supply chains (Hidayat & Purwoko, 2022) . The ability to satisfy consumers or end customers in terms of quality and cost leads to supply chain performance.

Supply Chain Integration

Supply chain integration describes the level of collaboration, coordination, and harmonization between the chain (upstream and downstream) and internal company functions to create a smooth flow of goods, information, and decisions. (Anisa et al., 2025) found that supply chain integration has become an important resource for companies to build competitive advantage in complex and volatile environments. This integration can consist of two main dimensions: internal integration (between internal company functions such as production, marketing, logistics) and external integration (between the company and suppliers and between the company and customers) (Lathifa & Takaya, 2025) . Empirical research also shows that supply chain integration has a positive influence on supply chain responsiveness, innovation capability, and operational performance. (Sutanto & Japutra, 2021) found that supply chain integration influences supply chain responsiveness and innovation capability, which in turn improves operational performance.

Supply Chain Resilience

Supply chain resilience has a relatively simple meaning and focuses on a specific understanding of a company (Mubarik et al., 2021) . The concept of supply chain resilience is considered a strategic measure that deserves attention, especially for MSMEs, particularly bakeries. This capability, especially in an industrial context, enables businesses to anticipate changes in demand, reduce lead times, improve supply efficiency, and manage costs more efficiently (Anisa et al., 2025) . *Supply chain resilience* , the adaptive ability of a

system to handle temporary disruptions from events occurring within a company, is known as supply chain resilience. Supply chain disruptions can be associated with problems in the flow of goods, materials, and services. Supply chain resilience also needs to be designed into the supply chain, which requires a tradeoff between redundancy (human, physical, or organizational resources) and efficiency (Miranti & Santosa, 2024) .

Bread consumption among urban residents has increased in recent years because it is considered practical and durable compared to traditional foods. The emergence of various local bakeries is due to this situation. These factories compete on quality, cost, and speed of service. To maintain their competitive edge in the market, every business must have a strong operational strategy. As stated by Porter (1985), competitive advantage is achieved through cost efficiency and differentiated products that are difficult for competitors to match. In facing this dynamic, supply chain capabilities are crucial for a company's success, especially in facing competition. The bakery industry is highly dependent on the availability of raw materials, most of which are sourced from other sources or markets that supply raw materials largely from outside the region (Santosa & Dewayana, 2024) .

Furthermore, *supply chain resilience* is also a very important aspect for the bakery industry, especially in Kendari City. This *resilience* is the ability of a bakery to always survive and adapt to possible disruptions in raw material supply, logistical constraints, or changes in demand (Junaid et al., 2023) . In addition to supply chain resilience and capability, supply chain integration is also relevant in strengthening company performance, the dimensions of supply chain integration are internal integration, supplier integration and customer integration in information flow activities, goods flow and money flow. (Mubarik et al., 2021) . Affirming that effective supply chain integration can improve coordination between supply chain integration dimensions, from suppliers to customers (Adiba et al., 2021) . In this context, integration is key to maintaining competitive advantage and achieving maximum performance. This study aims to examine how supply chain capability, resilience, and integration influence competitive advantage in the Kendari City Bread Industry. Therefore, the hypothesis in this study is:

H1 The influence of supply chain capability on supply chain resilience
H2 The influence of supply chain capabilities on supply chain integration
H3 The influence of supply chain capabilities on competitive advantage
H4 The Influence of Supply Chain Integration on Competitive Advantage
H5 The influence of supply chain resilience on competitive advantage
H6 The influence of supply chain capability on competitive advantage is influenced by supply chain integration.
H7 The influence of supply chain capability on competitive advantage is mediated by supply chain resilience.

METHODOLOGY

Sample and Data Collection

This study uses a quantitative approach with a survey method through the distribution of questionnaires to 13 bread factories in Kendari City.

Respondents were factory owners, employees in the production department, packaging department, and bread delivery department. Each factory received 6 research questionnaires. Of the total 78 questionnaires distributed to 13 bread factories, 52 questionnaires were returned and considered valid for analysis. The collected data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach , processed through SmartPLS 3.0 software to test the measurement and structural models.

The operational definition in this study was formulated to empirically measure each research construct. Supply chain integration, adapted from (Junaid et al., 2023) , is measured using three indicators: internal integration, supplier integration, and customer integration. Supply chain resilience, adapted from (Rizki & Nursyamsiah, 2023) , is measured using three indicators: *agility, re-engineering* , and *collaboration* , which are factors in the *supply chain resilience variable. Supply chain capability,* adapted from (Miranti & Santosa, 2024) , is measured using three indicators: information exchange capability, supplier coordination capability, and customer coordination capability. Competitive advantage, adapted from (Maisaroh, 2021) , is measured using price, quality, *delivery dependability* , product innovation, and *time to market* indicators. All indicators are assessed using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree.

RESULT AND DISCUSSION

Table 2. Validity and Reliability Assessment

Construct	Indicator	Loading	Composite Reliability	AVE	Discriminant Validity	Cronbach's Alpha
SCC (X)	S CC1	0.854	0.851	0. 657	0.810	0 .738
	S CC2	0.772				
	S CC3	0.802				
Supply chain integration (Z1)	SCI1	0.935	0.929	0 .815	0.903	0. 844
	SCI2	0.963				
	SCI3	0. 803				
Supply Chain Resilience (Z2)	SCR1	0.868	0.900	0.750	0.866	0.833
	SCR2	0.835				
	SCR3	0.895				
Competitive Performance (Y)	KK 1	0. 888	0. 927	0.718	0.847	0. 901
	KK2	0.8 91				
	KK3	0.794				
	KK4	0. 832				
	KK5	0.8 27				
Source: Processed data, 2025						

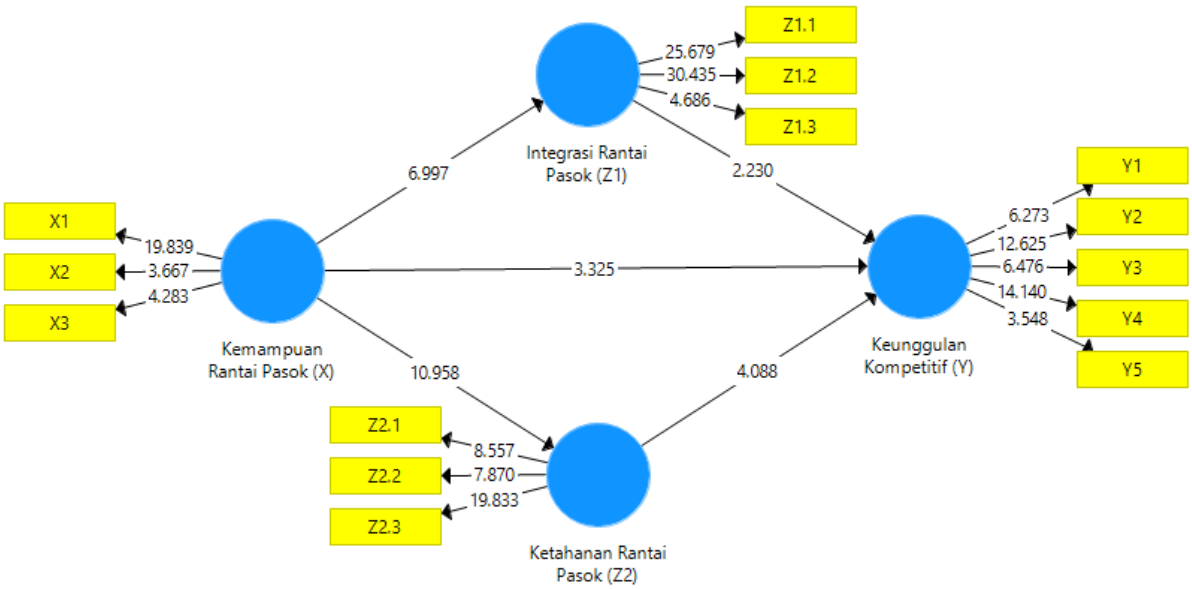
The results of data processing using SmartPLS3 show that the *Outer Loading value* or correlation between variable constructs has met convergent validity and is declared valid because it exceeds the recommended value of 0.5. The correlation of indicators used to measure the *supply chain capability construct* (X) The correlation of the indicators used to measure the *supply chain integration construct (Z1) ranges from 0.772 to 0.856, exceeding the recommended value of 0.5. The correlation of the indicators used to measure the supply chain resilience construct* (Z2) ranges from 0.803 to 0.963, exceeding the recommended value of 0.5. between 0.836 to 0.895 exceeding the recommended value of 0.5. The correlation of indicators used to measure the competitive advantage construct (Y) between 0.794 to 0.891 exceeding the recommended value of 0.5.

Based on the table, it is known that the AVE value of *the supply chain capability* (X) variable is 0.657 , *supply chain integration* (Z1) is 0.815, *supply chain resilience* (Z2) is 0.750, and competitive advantage (Y) is 0.718. This indicates that each construct has met the convergent validity criteria, so it can be concluded that the measurement model in this study is feasible and reliable in presenting the measured concept. Based on the results in the table above, *the Composite Reliability and Cronbach's Alpha values* for all research variables show numbers above 0.6. This finding indicates that each variable has met the established reliability standards.

Hypothesis Testing Analysis

The results of the data analysis used to answer the research hypothesis can be seen as follows:

Figure 1. Bootstrapping Path Model



Source: Prima Data Processed 2025

Table 6. Hypothesis Testing Results

Hypothesis	Latent Variable	*Original Sample*	*P-Value*	Hypothesis
H1	Supply Chain Capabilities➔ Supply chain integration	0.880	0,000	Accepted
H2	Supply Chain Capabilities➔ supply chain resilience	0, 880	0,000	Accepted
H3	Supply Chain Capabilities ➔competitive advantage	0 .445	0.00 1	Accepted
H4	Supply chain integration ➔competitive advantage	0.183	0.026	Accepted
H5	Supply Chain Resilience ➔competitive advantage	0.390	0.000	Accepted
H6	Supply Chain Capabilities ➔Supply chain integration ➔competitive advantage	0.161	0.033	Accepted
H7	Supply Chain Capability ➔supply chain resilience ➔competitive advantage	0.343	0.000	Accepted

Source: Prima Data Processed 2025

The results of the hypothesis 1 test indicate that supply chain capability has a positive and significant effect on supply chain integration (α = 0.880; P = 0.000), which confirms that supply chain capability will improve supply chain integration. These results support the research conducted by (Afshan et al., 2024) which found that supply chain capability can improve supply chain integration. Research conducted by (Junaid et al., 2023) supports this study, which shows that supply chain capability has a positive impact on supply chain integration. Supply chain capability provides visibility to supply chain partners, thereby increasing collaboration and resulting in comprehensive supply chain integration (Siagian et al., 2021).

The results of the hypothesis 2 test show that supply chain capability has a positive and significant influence on supply chain resilience (o = 0.880 and P = 0.000, confirming that supply chain capability will increase supply chain resilience. The results of this study support research conducted by (Saragih et al., 2020) which found that one of the supply chain indicators, namely supply chain capability, can increase supply chain resilience. (Junaid et al., 2023) in their research stated that increasing capability offers collaboration between supply chain partners at all levels of the supply chain and produces strong resilience capabilities. (Mubarik et al., 2021) . The results of the hypothesis 3 test show that supply chain capability has a positive and significant influence on competitive advantage (O = 0.445 and P = 0.000), indicating that supply chain capability can enhance competitive advantage. The results of this study support the research conducted by (Siagian et al., 2021) which shows that good supply chain capability will enhance sustainable competitive advantage. This dynamic capability enables companies to adapt to uncertainty, exploit opportunities, and

gain competitive advantage (Li et al., 2022) . The results of the hypothesis 4 test show that supply chain integration also has a significant influence on competitive advantage (O = 0.183 and P = 0.026). The results of this study support the research conducted by (Raharja & Yamit, 2022) in their research showing that one indicator in supply chain integration has a positive effect on competitive performance. In the bakery industry, strong coordination between raw material suppliers, manufacturers, and distributors allows for rapid adjustment to market demand and reduced operational costs. This finding is consistent with Junaid et al.'s (2023) finding that supply chain integration can improve operational efficiency and accelerate market response.

The results of the hypothesis 5 test indicate that supply chain resilience has a positive and significant effect on competitive advantage (O = 0.390 and P = 0.000). These results support research conducted by (Junaid et al., 2023) which states that high supply chain resilience is proven to increase competitive advantage. In unstable market conditions or when distribution disruptions occur, companies with resilient supply chain systems are able to maintain production continuity and customer trust (Iclas Nur Alam, 2023) . The results of the hypothesis 6 test indicate that supply chain integration mediates the relationship between supply chain capabilities and competitive advantage (O = 0.161 and P = 0.033). This means that good supply chain capabilities not only directly influence competitive performance but also strengthen advantage through increased integration between business partners. The results of this study are in line with research conducted by (Junaid et al., 2023) which states that supply chain integration can mediate between supply chain capabilities and competitive advantage performance.

The results of the hypothesis 6 test indicate that supply chain resilience mediates the relationship between supply chain capabilities and competitive advantage (O = 0.343 and P = 0.000). This means that good supply chain capabilities not only directly influence competitive advantage but also strengthen the advantage by increasing supply chain resilience. The results of this study are in line with research conducted by (Junaid et al., 2023) . Resilient supply chain capabilities offer companies a smooth exchange of information and provide a collaborative environment among supply chain partners , but resilience capabilities are needed to increase overall competitive advantage (Hervani et al., 2022) .

CONCLUSION AND RECOMMEDATIONS

The results of the study indicate that supply chain capability has a positive and significant effect on supply chain integration, supply chain resilience, and competitive advantage in the bakery industry in Kendari City. This demonstrates that the better a company's ability to manage raw material supply, production, and distribution, the higher its competitiveness. Supply chain integration and resilience have also been shown to strengthen the influence of supply chain capability on competitive advantage, thus playing a significant role as mediating factors.

Overall, this study confirms that supply chain capabilities are a strategic factor in creating competitive advantage through supply system integration and resilience. Therefore, bakery companies in Kendari City are advised to improve coordination with suppliers, strengthen supply chain information systems, and develop raw material contingency strategies to maintain production stability and competitiveness in a dynamic market.

FURTHER STUDY

This research still has limitations, so further research is needed on this topic, namely "can add things like information technology, supplier relationship quality or customer orientation as moderating variables", as well as expanding the research object.

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