



The Impact of Supply Chain Disruption, Supply Chain Organizational Culture, Supply Chain Ambidextrous Leadership on Supply Chain Strategy, and It's Impact on Company Performance of Pertamina's Terminal for Own Use (TUKS) in Cilacap

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Abstract. Pertamina's Terminal for Own Use (TUKS) in Cilacap from January 2024 to May 2024 achieved operational performance of 89%. This information shows that there are problems with Pertamina's TUKS performance in Cilacap. The author conducted research with the aim of proving the positive and significant influence of Supply Chain Disruption, Supply Chain Organizational Culture, Supply Chain Ambidextrous Leadership On Supply Chain Strategy and the Influence of Supply Chain Strategy on Company Performance of Terminal for Own use (TUKS) Pertamina in Cilacap. The result is that the average indicator value for all variables is between 0.715 to 0.939. Classified as quite good and worthy of research. All variables are declared valid with a value above 0.7. All variables are declared reliable with a Cronbach's Alpha value above 0.700. The author has proven that there is a positive influence of Supply Chain Disruption, Supply Chain Organizational Culture, Supply Chain Ambidextrous Leadership on Supply Chain Strategy and The Influence of Supply Chain Strategy on Company Performance of Pertamina's Terminal for Own use (TUKS) in Cilacap, with a T Statistics value for Supply Chain Ambidextrous leadership of 2.10 above 1.96 with a p value = 0.036 below 0.05. Since the one that gets the smallest path coefficient value is the Supply Chain Ambidextrous Leadership variable, this variable must be corrected first. By continuing to innovate to improve Leadership abilities.

Keywords: Supply Chain Disruption, Supply Chain Organizational Culture, Supply Chain Ambidextrous Leadership, Supply Chain Strategy, Company Performance.

1 Background

The actual operational performance of Pertamina's Terminal for Own Use (TUKS) in Cilacap was 89%. This information shows that there are problems with Pertamina's

company performance is the result of business processes. The dimensions of company performance according to (Sulistiyowati and Purnomo 2020) consist of financial performance, operational performance and marketing performance. According to (Sulistiyowati and Purnomo 2020), company performance is influenced by Organization Strategy.

(Sulistiyowati and Purnomo 2020) explains that organizational strategy is an initiative of an organization to increase benefits and advantages for the organization and stakeholders. (Sulistiyowati and Purnomo 2020) explains that the dimensions of Supply Chain Strategy consist of Lean Supply Chain, Supply Chain Agility, Supply Chain Resilience. According to (Duong et al. 2023), (Han and Um 2024), (Bateh 2024) Supply Chain Disruption affects Supply Chain Strategy (Bateh 2024) explains that a supply chain disruption is any event that causes a disruption in the production, sale, or distribution of products. Supply chain disruptions can include events such as natural disasters, regional conflicts, and pandemics. The dimensions of Supply Chain Disruption according to (Bateh 2024) are unexpected, aggressive, multi risk. According to (Aćimović, Mijušković, and Spasenić 2021), (Laulita 2020), (GÜNGÖR and AKSOY 2021), (Jain and Ahuja 2024) Supply Chain Organizational Culture Influences Supply Chain Strategy. (Jain and Ahuja 2024) explain that organizational culture is the way in which meanings are connected to various cultural expressions, including stories, formal and informal practices, jargon, rituals, and physical arrangements. Organization culture as the values and norms communicated within the organization among the associates. Organizational culture is created because of interactions between founders' ideologies and employee experiences. The dimensions of Supply Chain Organizational Culture according to (Jain and Ahuja 2024) are Innovation, Profit Oriented, People Oriented. According to (Saputra 2022), (Baharuddin et al. 2023) (Schlosser, Spilbergs, and Volkova 2023) (Mutonyi et al. 2024a) explains that Supply Chain Ambidextrous Leadership Influences Supply Chain Strategy. Supply Chain Ambidextrous Leadership according to (Mutonyi et al. 2024a) leadership encourages staff to exploit behavior and explore behavior to achieve organizational goals. The dimensions of Supply Chain Ambidextrous Leadership according to (Mutonyi et al. 2024b) are exploitation and exploration.

The state of the art that differentiates the researcher from the article written above is:

1. Until now there has never been any research regarding the influence of supply chain disruption, supply chain organizational culture, supply chain ambidextrous leadership on supply chain strategy in place of Pertamina's own interests in Cilacap
2. There has been no previous research that discusses Supply Chain Strategy on the Performance of Pertamina's Places for Own Use (TUKS) in Cilacap.

2 Body Of Paper

2.1 Research Methods

This research uses quantitative, descriptive and verification research. This research uses quantitative, descriptive and analytical methods. According to (Sugiyono 2021)

quantitative research methods are research methods to examine the behavior of a population or sample (part of the population). The author conducted research using descriptive methods. According to (Sugiyono 2021) descriptive research is research to obtain a description or description of certain characteristics of the variables being studied. Usually described in the form of an average value of a variable. The author conducted research using the verification method. According to Siregar (2023: 3) verification research is research used to test the truth of knowledge in an existing field. Verification research is used to prove the opinion of experts about the influence of independent variables on intervening variables, the influence of intervening variables on dependent variables.

Research Model. The research model in this study is presented in Figure 2.1.

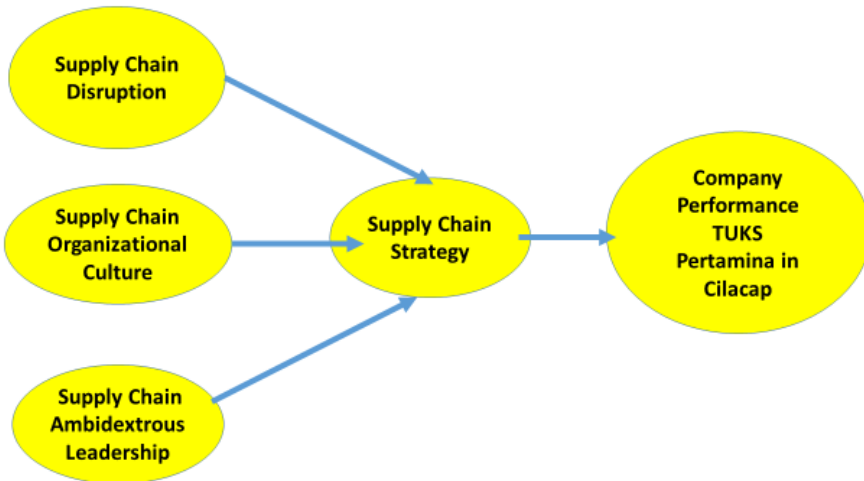


Fig. 1. Research Model. The total population is 237 TUKS Pertamina customers in Cilacap. The sample size was determined using the Slovin formula as 149 people.

Hypothesis. The author sets the following hypothesis.

1. H1: There is a positive and significant influence of supply chain disruption on supply chain strategy.
2. H2: There is a positive and significant influence of supply chain organizational culture on supply chain strategy.
3. H3: There is a positive and significant influence of Ambidextrous Supply Chain Leadership on Supply Chain Strategy.
4. H4: There is a Positive and Significant Influence of Supply Chain Disruption, Supply Chain Organizational Culture, Supply Chain Ambidextrous Leadership on Supply Chain Strategy

5. H5: There is a positive and significant influence of supply chain strategy on company performance.

2.2 Results

The research results explain that the mean value of each indicator is between 3.034 to 3.409 and is grouped as a variable that is quite good to good, but not yet good. Because it is not good, the variables in this study meet the requirements for research.

The research results explain that the load factor value of all indicators on the variables is between 0.708 and 0.939. This value is greater than 0.700. So, because all indicators have a load factor value greater than 0.700, then by referring to the opinion all the indicators in this research are declared valid. It is said to be reliable if the Cronbach's Alpha value is > 0.60 (Ghozali, 2016). All variables have a Cronbach's Alpha value between 0.896 to 0.952 and are above 0.600, so all variables are declared reliable for research.

The research results explain that the calculated t statistical value for Supply Chain Disruption is 3.052 and p value 0.002, for Supply Chain Organizational Culture it is 3.052 with a p value of 0.013, for Supply Chain Ambidextrous Leadership it is 2.026 with a p value of 0.043, and for Supply Chain Strategy it is 13.528 with p value. All T statistics values > 1.96 and P values < 0.05 mean that there is a positive and significant influence of Supply Chain Disruption, Supply Chain Organizational Culture and Supply Chain Ambidextrous Leadership on Supply Chain Strategy partially. And there is an influence of Supply Chain Strategy on the Company Partial performance of TUKS Pertamina in Cilacap.

The overall results of the research using the Structural Equation Model (SEM) with the PLS application are presented in Figure 2.1 below;

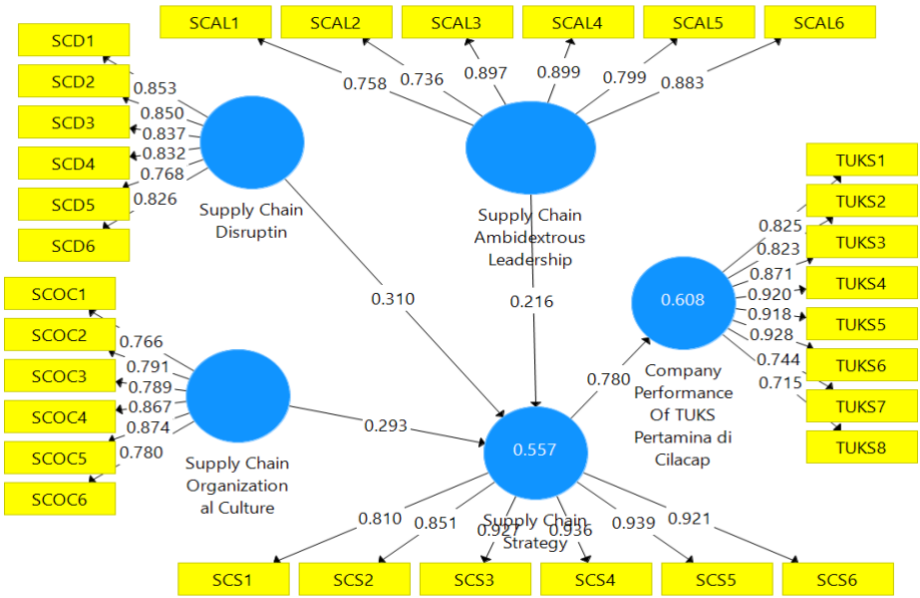


Fig. 2. Result Research

3 Implications and Directions for Future Research

3.1 Implications

The Supply Chain Ambidextrous Leadership variable provides the smallest statistical T value in influencing Supply Chain Strategy, therefore what must be improved first is increasing the application of the Supply Chain Ambidextrous Leadership. Leadership style at TUKS Pertamina Cilacap by optimizing the use of work facilities and increasing the frequency of training staff so that staff have the competencies expected by the company.

3.2 Direction

Currently, TUKS has made various innovative efforts to improve operational performance. It would be better for other researchers to conduct research on the innovations being carried out by TUKS Pertamina in Cilacap

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