



Received: October 16, 2024

Revised: December 11, 2024

Accepted: December 12, 2024

*Corresponding author: Karisa Intan Devanti Yuono, Department of Management, Faculty of Economic and Business, Universitas Trisakti, Jakarta, Indonesia.

E-mail: karisa.intan123@gmail.com

DATA IN SUMMARY | ACCOUNTING, MANAGEMENT, BUSINESS, ECONOMIC

Antecedents And the Consequences of Supplier Adaptation to Restaurant Performance in Bogor City, Indonesia

Karisa Intan Devanti Yuono¹, Wahyuningsih Santosa²

^{1,2} Department of Management, Faculty of Economic and Business, Universitas Trisakti, Jakarta, Indonesia. Email: Karisa.intan123@gmail.com¹, wahyuningsih@trisakti.ac.id²

Abstract: In increasingly fierce business competition, the role of supplier connections and design quality is becoming increasingly important. The research aims to analyze the influence of supplier connections and design quality on restaurant performance in the city of Bogor. The data source is primary data, namely a survey of business owners/managers and employees in the Bogor restaurant industry. Data collection was carried out by filling out a questionnaire. The analysis method uses Structural Equation Modeling, validity, reliability and goodness of fit tests. The results show that all question items are valid with factor loading greater than 0.5. The results of the reliability test show that all variables have a Cronbach Alpha above 0.7 (reliable). The goodness of fit test results shows model suitability (RMR). Coordination between suppliers and component design adjustments is relatively good. The quality of the supplier's adaptation to the restaurant's requirements indicates the supplier is prepared to address the requirements with specialist tools and equipment. The performance of the restaurant supply chain after having a supplier connection shows that the supplier has a good ability to reduce manufacturing operational costs.

Keywords: Supply Chain, Supplier Connection, Design Quality, Adaptation, Restaurant Performance.

1. INTRODUCTION

In today's increasingly tight business competition, the role of supplier connections and design quality in improving business performance, especially in the restaurant sector, is becoming increasingly important. In Bogor City, effective integration between supplier connections and design quality has had a significant impact on the performance of restaurants in Bogor City. Restaurants need to improve connections with suppliers to improve their performance (Fantazy et al., 2010). Using efficient supplier connections, restaurants can minimize inventory costs and speed up response times to consumer demand. According to (Ku et al., 2020) suppliers who are trying to adapt to the external environment must evaluate their resources and capabilities to develop transaction investments to build relationships with companies. According to Ku et al (2020) from the perspective of supplier buyers, suppliers can provide products with perfect quality for restaurant companies and get consistent products for restaurant operations. Design quality has a good influence on restaurant company satisfaction because the combination of these two factors can produce products that are made into good quality, which are used in the cooking process.

Jebarus (2001) stated that Product distribution management is part of the supplier to meet the increasing needs of consumers. The implementation of supplier connections emphasizes an integrated model that links the flow of products from suppliers, manufacturers, retailers, and consumers. This will help organizations that have a good performance system. Restaurants need the help of the right supplier

connection to plan dishes with a good menu. To gain a competitive advantage, suppliers can invest in special efficient equipment and create a specially designed production system, then suppliers can reduce the company's production costs, it is very important for the industry to have suppliers who can respond quickly to requests (Handfield & Bechtel, 2002). If the supplier has a good delivery record, then the supplier can fulfill emergency orders, the supplier's quick response provides effective control over material inventory and reduces costs for the company. In particular, if the product is perishable, the supplier's quick response can reduce the company's anxiety in an emergency. The quality of the supplier's design is the key to its ability to meet buyer demands, namely special product specifications and at the right cost. Therefore, suppliers who have good responsiveness can share more convenient and comprehensive services with the company and create strategic alliances to implement mutual benefits. Supplier-supplier connections refer to the demand that suppliers communicate and coordinate their activities with each other and make joint adjustments during product development (Hong & Hartley, 2011). Restaurant companies expect suppliers to maintain stable orders so as not to affect their willingness to adapt. Information shared in supplier-supplier connections tends to focus on knowledge of 4 technical specifications related to component interfaces, project schedules, and estimated production ramp-up scheduling during the procurement process at the company (Fantasi et al., 2010). Supplier adaptability is also considered important in this context, with theory suggesting that suppliers who can adapt to customer needs can increase their attractiveness and competitiveness (Fynes & De Búrca, 2005). However, there is a lack of explanation of how supplier adaptability specifically affects restaurant performance in the local context. Existing empirical data suggests that supplier adaptability can affect supply chain performance, but there is a lack of research examining the specific impact of this adaptation on restaurants in Bogor City. Existing empirical research has not addressed how the integration of supplier connections and design quality directly affects restaurant performance in Bogor City. Similarly, there is still a lack of data showing how supplier adaptation impacts product quality, customer satisfaction, and operational efficiency in the local context. Therefore, further research is needed to fill this gap and provide deeper insights into the role of supplier connections and design quality in improving restaurant performance in Bogor City. Adaptation is the ability of suppliers to adapt to customer desires and customers to adapt to certain supplier capabilities (Fynes & De Búrca, 2005). Adaptation is very important for suppliers related to restaurant companies. With the adaptation relationship will increase competition and attractiveness to each other. The term supply chain performance is used to describe resources, demand, procurement, production, and logistics management processes (Green & Inman, 2005). Restaurant businesses usually offer something directly to consumers such as cheap or discounted menu prices, attractive interior designs, and various menu alterations. So, an industry must improve supply chain performance and the efficiency of supplier connections that can share a significant positive impact on the quality of the menu made.

In theory, it is important to explore how the integration between supplier connections and design quality can affect restaurant performance in a local context. Although there are theories that explain the positive impact of both factors individually, the specific integration between the two in Bogor City has not been widely studied. In addition, the theory of supplier adaptation and how the ability of suppliers to adapt to restaurant needs affects performance is also interesting to be further studied in a local context. Empirically, research is still limited in providing sufficient data on the specific relationship between supplier connections, design quality, and restaurant performance in Bogor City. The existing data cannot yet describe the direct and practical impact of the integration of both on local restaurant performance. In addition, there is a lack of data on how supplier adaptation affects product quality, customer satisfaction, and operational efficiency in Bogor City restaurants. Further research can help fill this gap by providing a deeper understanding of the interaction and impact of these factors

in a local context. This study offers novelty by focusing on the specific integration of supplier connections and design quality in the context of restaurants in Bogor City. This study will use Structural Equation Modeling (SEM) methodology to test hypotheses on the relationship between these two factors and restaurant performance, and provide deeper insights into how these factors can be practically applied to improve restaurant performance in a local context. Thus, the results of this study can provide practical guidance for restaurants in Bogor to improve their performance through better supplier connection and design strategies.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Supply Chain Management

The business process from planning, controlling, implementing the flow of products, to distributing products to customers is known as supply chain management (MRP). Supply Chain Management is the integration and organization of supply chain management and activities through cooperative organizational ties, efficient business processes, and a high level of data sharing to produce a high-performance value system that provides member organizations with sustainable competitive advantages (Handfield & Bechtel, 2002). Not only that, the purpose of MRP is to match demand with available supply. In addition, there are several challenges and problems that often arise when implementing MRP, such as procurement management, supplier management, managing consumer relationships, finding and responding to problems, risk management, and others. In the modern business world, especially in the restaurant sector, Supply Chain Management (MRP) plays a crucial role in improving operational performance. MRP includes planning, controlling, and executing product flow and distribution to optimize value creation and achieve sustainable competitive advantage. This approach integrates various entities in the supply chain, including suppliers, manufacturers, distributors, retailers, and customers, to ensure efficient and effective operations.

MRP theory emphasizes the importance of adaptation and responsiveness in maintaining competitiveness. The ability to quickly adjust to external changes and meet customer expectations is essential in today's competitive business environment. Thus, MRP is not only about managing logistics but also about creating a responsive and adaptive network that can quickly address market demands and challenges. According to Simchi-Levi (2000), defines Supply Chain Management as an approach used for efficient integration of suppliers, manufacturers, distributors, retailers and customers. In supply chain management, the positions that matter are suppliers, manufacturers/factories, distributors, retailers and customers. Some experts believe that these positions have the following definitions:

1. Suppliers: for (Hansen & Mowen, 2001) Suppliers, as business partners, have an important role in ensuring the availability of supplies needed by the industry. The success of implementing supply chain management will be influenced by strategic decisions about supplier selection (Hou & Huang, 2002).
2. Manufacturing: (Krajewski & Ritzman, 1999) define manufacturing strategy as one part of the industrial creation system that must be used to increase market demand and enable the industry to compete. This strategy explains how to use manufacturing capabilities as a weapon in competition to achieve company success and industry goals.
3. Distributors: (Sukresna et al., 2016) propose that the interaction of distribution channels is limited by an independent structure consisting of producer and distributor orientations and

distributor performance positions, satisfaction, confidence, dependence, and conflict in subordinate structures.

4. Retail: (Kotler, 2002) said that an industry that focuses on trading goods and services to end customers, only for individual needs and not for commercial purposes, is called the retail industry.
5. Customers: (Greenberg, 2010) for, Customers are individuals or groups who decide to buy goods or services based on their own choices and consider various factors, such as price, quality, location, and service, etc. Customers then return to the store to buy the goods or services they need (Lupiyoadi & Hamdani, 2006).

In the system, the activities attempted in the supply chain management system are Forecasting customer demand, creating a creation schedule, preparing a transportation network, ordering replacement supplies from suppliers, managing raw material, in-process, and finished material supplies, carrying out creation, ensuring that energy resources are delivered smoothly to customers, and monitoring the flow of materials, services, data, and finances from suppliers.

2.2. Supplier Performance

Performance is a strategic process of participation between people, groups, and organizations to work together to obtain desired results or outputs quickly (NCC, 1996). Hospitality companies, such as restaurant chains and hotel restaurants, need to improve connections with their suppliers to improve their performance (Fantazy et al., 2010; Kim & Lee, 2010). Partnership connections in the context of the supply chain have a long-term orientation that arises from a relational approach (Venska, 2014). According to (Ryu et al., 2009) proven supplier connections are related to increased operational performance in the industry. These results are in line with research conducted by Singh and Power in 2009, if it is predicted that 21% of industry performance is formed from balanced connections with suppliers and customers, so that supply chain connections are something that cannot be ignored in the industry. Some types of connections proposed by Richman (2001) are divided into three types, namely:

1. Informal connections, which are the simplest connections. The activities carried out are unstructured and informal. Example: discussion.
2. Process connection, this connection is more structured. Example: sales order process activity.
3. Advanced connection, is a connection whose activities involve things outside the company, including customers, partners, and vendors. Example: product delivery services by third parties.

2.3. Design Quality

Design quality is the features, style, and other attributes of a product that enhance its suitability for use or consumer "utility" (Fynes & De Búrca, 2005). From a resource perspective, improving design quality can significantly affect other performance measures, such as conformance quality and customer satisfaction (Jahanshahi et al., 2012). Based on a product perspective, according to Philip & Keller (2009) product design is the overall features that affect the appearance, feel, and function of a product based on customer needs. Unique product designs with diverse dimensions, colors, and shapes will continue to influence consumers in determining product options. Improving the quality of product design and layout of restaurants can strengthen supply chain relationships and generate more product design and development connections between suppliers and companies. When suppliers design

products that meet the requirements of the restaurant company, the products will be received by the restaurant company and given to the chef for the preparation process, which can reduce waste and unnecessary time costs. To achieve good design quality, key suppliers will invest in professional equipment in the relationship to suit the needs of the restaurant company, or simply, adapt.

2.4. Adaptation

According to Gibson et al (1984), adaptability is the ability of an organization to make changes according to the demands of conditions. The greater the frequency of the level of uncertainty of the atmosphere that requires action 24 adjustments, the easier it is to see the organization's ability to adapt. Adaptability theory emphasizes the organization's ability to accept, interpret and translate constraints from the external area into internal norms that lead to survival or success. Adaptability lies in 3 key aspects, namely perceptions and reactions to the external area, the ability to answer internal customers, and quick responses to both internal and external customers. Adaptability has a major influence on the competitive advantage of a company (Winata et al., 2016). According to Page (2020), leaders and employees in an organization must be able to adapt to remain competitive and beat other industries in terms of success and profitability. According to Gibson et al (1984), Adaptability to the area is the ability to respond quickly when change occurs. One aspect that causes an industry to have good adaptability to the area is the seriousness of the competition. Intense competition is reflected in fierce price competition, seriousness of promotion and advertising, and promotion and introduction of new materials.

2.5. Company Performance

Business performance refers to how well an industry experiences its market and financial goals. Industry performance should be a measurable outcome and describe the state of industry experience on various agreed scales (Lisda, 2021). Some experts have created that the most universal industry performance markers used in empirical research are financial performance, operational performance, and market-based performance (Jahanshahi et al., 2012). For a study that has been carried out by Prawirosento in (Sutrisno, 2016), the factors that influence operational performance consist of efficiency and effectiveness, authority and responsibility, discipline, and initiative (Shockley et al., 2015). Operational performance can be viewed from a financial or non-financial perspective. Nugrahayu & Retnani (2015), operational performance is the total success of the industry in achieving strategic goals that have been formalized through strategic initiative options. Industrial performance is defined as the industry's ability to achieve its goals through effective and efficient consumption of energy resources and describes how far an industry achieves its results after being compared with previous performance and the performance of other organizations (benchmarking), and to what extent it achieves the goals and targets that have been set. Sutrisno (2016), operational performance is measured by markers, namely: Financial performance, Sales performance, Customer satisfaction. An industry that improves its operational performance will change the level of welfare and quality of the better collar industry (Gibson et al., 1984). First, the hypothesis states that financial performance, operational performance, and market-based performance significantly contribute to the measurement of overall industrial performance. This is in line with the theory that considers the three dimensions to be interrelated to provide a comprehensive picture of industrial performance. Second, the hypothesis suggests that factors that influence operational performance, such as efficiency and effectiveness, authority and responsibility, discipline, and initiative, have a significant positive influence on overall operational performance, as stated by Prawirosento in (Sutrisno, 2016). Third, the hypothesis argues

that increased operational performance will be associated with increased welfare and higher industry quality, in accordance with Gibson et al.'s (1984) view that shows a positive impact of operational performance on industry results. Finally, the hypothesis assumes that resource efficiency in the production and delivery of goods and services will affect the quality of goods and services and the effectiveness of business processes, referring to Nugrahayu & Retnani's (2015) view regarding the importance of efficiency in achieving strategic goals. These hypotheses are designed to explore the relationship between various dimensions of performance and how factors that influence operational performance can affect overall industry results.

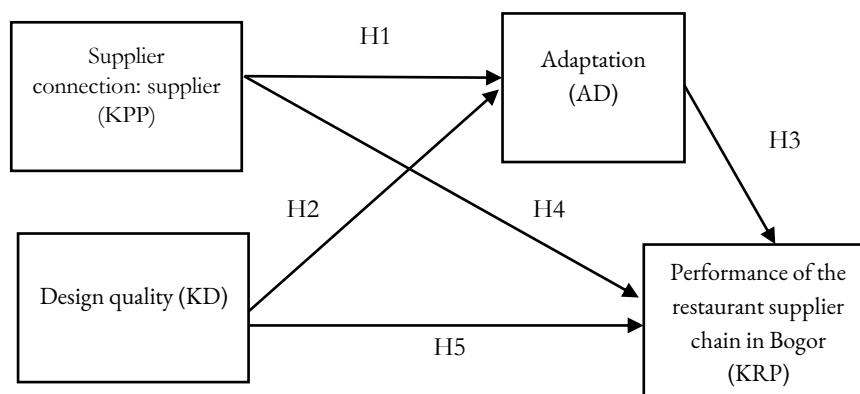


Figure 1. Research Framework

3. RESEARCH METHODS

In this study, the data source uses primary data, so this primary data conducts a direct survey of business owners/managers and employees working in the restaurant industry in Bogor City. This data collection was carried out by filling out a questionnaire that had been provided by the researcher via Google Forms which had been made into questions with variable indicators, then the respondents would provide their answers from a 5-point Likert scale. The data collection procedure is the collection of information that can be applied for analysis. This research uses information sources obtained and collected to respond to the questionnaire and the objectives of the researcher. This research uses the type of primary information, with respondents targeted at business owners/managers and employees working in the restaurant industry in Bogor City. This research uses the number of respondents that match the initial calculation, namely 147 respondents who filled out the questionnaire were business owners/managers and employees working in the restaurant industry in Bogor City. The analysis method in this study uses the Structural Equation Modeling (SEM) method, which is a statistical method that has cross-sectional, complex and linear. SEM technique is used to analyze and prove a hypothesis by testing comparing the p-value with an error rate of 5% ($\alpha = 0.05$), the requirement for the hypothesis to be rejected if the P-value is not greater than 0.05. Then from the results of the questionnaire and data collection that have been obtained for the needs of researchers, will be further studied using validity tests, reliability tests and goodness of fit.

In this study, a questionnaire was used to collect primary data from business owners or managers and employees working in the restaurant industry in Bogor City. This questionnaire was adapted from various previously existing instruments, with adjustments made to suit the local context. This adaptation involved translating the questionnaire into Indonesian to facilitate respondents'

understanding and adjusting the questions to be relevant to the specific characteristics of the restaurant industry in Bogor City.

In this questionnaire, there are several main aspects that are focused on, such as restaurant business performance, supplier relationships, and design quality. For example, to measure restaurant business performance, one of the questions is, "How often does your restaurant achieve the monthly sales target that has been set?" Respondents were asked to answer on a scale from 1 (Very Not Often) to 5 (Very Often). Data were collected using Google Forms that had been prepared with a questionnaire, where 147 respondents who met the criteria as business owners/managers and restaurant employees in Bogor City were asked to fill out the questionnaire.

Table 1. Structural Equation Modeling (SEM) Analysis Techniques

Stages	Description	Methods/Tools
Data Collection	Collecting data from questionnaires or other relevant sources for SEM analysis.	Questionnaires, surveys, interviews
Validity Test	Ensure that the measuring tool used is actually measuring the construction in question. Validity is tested to guarantee data accuracy.	Validity Analysis
Reliability Test	Measure the consistency and stability of the measuring instrument over time. Reliability is tested to ensure that the results are consistent.	Reliability Analysis
Hypothesis Testing	Test the hypothesis by comparing the p-value of the analysis results with the set error rate ($\alpha = 0.05$). The hypothesis is rejected if the p-value ≤ 0.05 .	Technical SEM, hypothesis testing.
Evaluasi Goodness of Fit	Assess how well the proposed model matches the data. This evaluation includes several indicators such as Chi-Square, CFI, TLI, and RMSEA.	Goodness of Fit Index
Model Analysis	Analyze the model that has been adjusted to ensure that it meets the criteria that have been set.	SEM Analysis
Interpretation of Results	Interpret the results of SEM analysis to understand the relationship between variables and test the correctness of the hypothesis.	Interpretation of results
Reporting	Prepare a research report that includes the methods, results, and conclusions of SEM analysis.	Preparation of research reports

4. RESULTS AND DISCUSSION

4.1. Statistical Result

a. Characteristics Respondent

This study uses primary data in the form of a questionnaire submitted to business owners/managers and employees working in the restaurant industry in Bogor City. With several other characteristics are gender, age, length of service, education, position, and restaurant name.

1. Gender

There were 86 male respondents (54%) and 64 female respondents (46%) out of a total of 155 respondents. This shows that many respondents in this study were male, due to several factors such as culture, experience, or preferences in the restaurant sector.

2. Age
Most respondents were in the age range of 21-30 years, namely 101 people or 65.7% of the total respondents. This indicates that this study involved respondents who were mostly of productive age and active in the restaurant industry in Bogor City.
3. Length of Service
Based on the results of the characteristics of respondents based on length of service, most respondents, namely 88 people or 57.5%, have worked for 1-5 years in the restaurant industry in Bogor City. This indicates that most respondents have quite a long experience in this industry, so they can share relevant data related to the research topic regarding supplier connections and design quality on restaurant performance.
4. Education
Based on the results of the characteristics of the respondents, the majority of respondents, namely 65 people or 41.2%, have a high school/vocational high school education background. This shows that the restaurant industry in Bogor City employs workers who mostly have high school education. However, there are also respondents who have a higher level of education, namely 51 people or 33.3% with a bachelor's degree (S1) and 11 people or 7.2% with a master's degree (S2/S3).
5. Position
Of the total 155 respondents, 121 people or 77.8% are employees/staff, 24 people or 15.7% have the status of managers, and 10 people or 6.5% are restaurant owners.
The composition of respondents dominated by employees/staff illustrates that the sample of this study consists of people who are directly involved in the daily operational activities of the restaurant. This is in accordance with the purpose of the study which wants to analyze the influence of supplier connections and design quality on the performance of the restaurant supply chain in Bogor City.

b. Validity Test Results

Table 2. Validity Test Results

No	Statement	Loading Factor	Information
Supplier Connection			
1	Our company asks that suppliers coordinate with each other.	0.806	Valid
2	Our suppliers are very good at keeping each other informed when there are events or changes that may affect the other party.	0.908	Valid
3	Our suppliers often customize component designs between the two suppliers.	0.832	Valid
Design Quality			
1	Our suppliers rarely make engineering changes within one year of product introduction due to production issues.	0.915	Valid
2	The technical performance of our suppliers is excellent	0.923	Valid
3	Our suppliers are excellent in meeting our criteria for materials, design, and cost.	0.790	Valid
4	Our suppliers are excellent at meeting the criteria for ease of production or assembly	0.861	Valid
5	Our suppliers are excellent at providing unique features to meet our specific requirements.	0.865	Valid
6	Our suppliers are excellent at matching the requirements of our production process.	0.761	Valid
Adaptation			

No	Statement	Loading Factor	Information
1	Our suppliers are well prepared to handle our requirements with highly specialized tools and equipment.	0.762	Valid
2	Our supplier's production system is excellent in being customized to meet our requirements.	0.735	Valid
3	Our suppliers have made significant investments in tooling and equipment dedicated to our relationship.	0.757	Valid
4	Our supplier's production system is excellent in being customized to produce the items supplied to us.	0.680	Valid
Supply Chain Performance			
1	Our suppliers have excellent capabilities to reduce manufacturing operational costs.	0.540	Valid
2	Once you have supplier connections, the number of days it takes for the supply chain to respond to planning, searching, producing, and shipping unexpected demand variations is very small.	0.859	Valid
3	Having had supplier connections, we have an excellent ability to quickly respond to changes in competitors' product offerings.	0.865	Valid
4	Once we have a supplier connection, we can significantly increase the number of days of inventory/percentage of inventory turnover.	0.878	Valid
5	After having the supplier connection, we have a perfect, complete, delay-free, and damage-free order.	0.857	Valid
6	After having supplier connections, we experienced a significant increase in terms of sales and market share.	0.855	Valid
7	After having a supplier connection, we experienced a significant reduction in waste and disposal costs.	0.861	Valid
8	Having a supplier connection, we experienced a significant improvement in resource management efficiency.	0.907	Valid

The results of the validity test of the research instrument show that all statement items for the supplier connection variables, design quality, adaptation, and supply chain performance are declared valid with a factor loading value greater than 0.5. In the supplier connection variable, there are three statement items that have factor loading values ranging from 0.806 to 0.908, indicating that these indicators are valid in measuring the supplier connection variable. Furthermore, for the design quality variable, there are six statement items with factor loading values between 0.761 and 0.923, indicating good validity. Likewise for the adaptation and supply chain performance variables, where all statement items have factor loading values above 0.5, so it can be concluded that the research instrument used has met the validity requirements and can be used to collect the information needed in this research.

c. Reliability Test Results

Table 3. Reliability Test Results

No	Statement	Cronbach Alpha	Information
1	Supplier Connection	0.792	Reliable
2	Design Quality	0.917	Reliable
3	Adaptation	0.878	Reliable
4	Supply Chain Performance	0.962	Reliable

The results of the reliability test show that all variables have a Cronbach Alpha value above 0.7, which is the minimum limit to be declared reliable. The Cronbach Alpha value for the supplier connection variable is 0.792, indicating that the indicators in the variable have high internal consistency in measuring the supplier connection construct. Furthermore, the design quality variable has a

Cronbach Alpha value of 0.917, the adaptation variable is 0.878, and the supply chain performance variable is 0.962. These values indicate that the research instrument used in this study has a very good level of reliability and can be relied on to measure each variable in this study.

d. Goodness of Fit Test Results

Goodness of fit is used to assess the extent to which the proposed model fits the data obtained. One commonly used measure is the Root Mean Square Residual (RMR), which measures the average residual error of the model. RMR is one of the various measures of goodness of fit that can be used to evaluate SEM models. If RMR shows a good fit of the model, this indicates that the model used has a small residual error rate and is acceptable for further analysis. Based on the results of the goodness of fit test, there is one measure that indicates the suitability of the model, namely RMR. If there is only one measure that indicates the suitability of the model, then the model used can be accepted and can be continued to the hypothesis testing session. Thus, the research model used in this research can be declared feasible or meets the goodness of fit test, so that it can be continued to the next hypothesis testing session.

e. Descriptive Statistics

Table 4. Descriptive Statistical Test Results

Aspects	Average Score	Description
Coordination between suppliers	4.3677	Coordination between suppliers is relatively good
Component design customization	4.3871	Component design adjustment is relatively good
Information	4.5097	Very good information
Overall Average	4.42	In general, suppliers are excellent at coordination, mutual information, and component design adjustment

Supplier coordination and component design adjustment are relatively good, with average scores of around 4.3677 and 4.3871, respectively. Mutual information is also very good, with an average score of around 4.5097. The overall average score of supplier connection quality and component design is around 4.42, indicating that our suppliers are generally very good at coordinating, informing each other, and adjusting component design. The quality of supplier connection and component design applied by suppliers to the performance of restaurants in Bogor City shows that suppliers are very good at meeting material, design, and cost criteria, as well as matching production process requirements. They are also very good at meeting special requirements and providing unique features. The technical performance of our suppliers is also very good. The overall average score is around 4.50, indicating that our suppliers are generally very good in various aspects, including technical performance, design quality, and ease of production.

Descriptive statistics of supplier adaptation quality to restaurant requirements in Bogor City show that suppliers are very well prepared to handle requirements with specialist tools and equipment, and have made significant investments in tools and equipment for our relationship. Our supplier's production system is also very good at adapting to meet the requirements and producing the items supplied to us. The average overall score is around 4.31, indicating that our suppliers are generally very good at various aspects of adaptation, including equipment preparation, investment, and production system adjustment.

Descriptive statistics of the performance of the restaurant supply chain in Bogor City after having a connection with suppliers show that suppliers have a very good ability to reduce manufacturing operating costs, and can quickly respond to changes in competitor product offerings. The supply chain can also increase the number of days of inventory and inventory turnover percentage, and experience

significant increases in sales and market share. In addition, waste and disposal costs have also decreased significantly. The average overall score is around 4.66, indicating that the performance of the restaurant supply chain in Bogor City has improved significantly after having a connection with suppliers.

f. Hypothesis Test Results

Table 5. Hypothesis Test Results

Hypothesis	Estimate	P-Value	Results
Supplier Connections have a positive influence on Adaptation	0.373	0.000	Ha supported
Design Quality has a positive influence on Adaptation	-0.167	0.193	Ha rejected
Adaptation has a positive influence on Supply Chain Performance.	0.133	0.018	Ha supported
Supplier Connections have a positive influence on Supply Chain Performance.	0.282	0.000	Ha supported
Design Quality has a positive influence on Supply Chain Performance.	0.401	0.000	Ha supported

There are 5 hypotheses in this study, hypothesis 1 tests whether Supplier Connection has a positive effect on Adaptation, P-Value of 0.000 < 0.05 with an estimate value of 0.373, then the results of hypothesis 1 state that Ha is accepted so that Supplier Connection has a positive effect on Adaptation. Hypothesis 2 tests whether Design Quality has a positive effect on Adaptation, P-Value of 0.193 < 0.05 with an estimate value of -0.167, then the results of the hypothesis test state that Ho is accepted so that Design Quality does not have a positive effect on Adaptation. In general, design quality affects buyer responsiveness, where buyers will respond directly or indirectly to a new product design so that after the buyer gives a response, new adjustment or adaptation steps can be determined. Hypothesis 3 tests whether Adaptation has a positive effect on Supply Chain Performance, P-Value 0.018 < 0.05 with an estimate value of 0.133, then the results of the hypothesis 3 test state that Ha is accepted so that Adaptation has a positive effect on Supply Chain Performance. Hypothesis 4 tests whether Supplier Connection has a positive effect on Supply Chain Performance, P-Value of 0.000 < 0.05 with an estimate value of 0.282, then the results of hypothesis 4 state that Ha is accepted so that Supplier Connection has a positive effect on Supply Chain Performance. Hypothesis 5 tests whether Design Quality has a positive effect on Supply Chain Performance, P-Value of 0.000 < 0.05 with an estimate value of 0.401, then the results of hypothesis 5 state that Ha is accepted so that Design Quality has a positive effect on Supply Chain Performance.

4.2. Discussion

The results of this study indicate that supplier connections have a significant positive influence on the adaptation and performance of restaurant supply chains in Bogor City. Primary data obtained through questionnaires distributed to restaurant owners or managers and employees provide valuable insights into the characteristics of respondents and the results of validity and reliability tests of the research instrument. The characteristics of respondents in this study indicate that the majority of respondents are male (54%), with the majority age being in the range of 21-30 years (65.7%). Respondents who have worked for 1-5 years reached 57.5%, with the majority of educational backgrounds being high school/vocational high school (41.2%). The composition of respondents' positions is dominated by employees/staff (77.8%), which provides a relevant perspective on supplier connections, design quality, and supply chain performance from a daily operational perspective. The results of the validity test indicate that all statement items for the variables supplier connections, design quality, adaptation, and supply chain performance are valid, with factor loading values greater than 0.5. This indicates that the research instrument is effective in measuring the intended variables. The results

of the reliability test also showed a Cronbach Alpha value above 0.7 for all variables, indicating good internal consistency of the research instrument. From the results of the hypothesis test, it was found that supplier connections have a positive effect on adaptation (Estimate = 0.373, P-Value = 0.000) and supply chain performance (Estimate = 0.282, P-Value = 0.000). Design quality also showed a positive effect on supply chain performance (Estimate = 0.401, P-Value = 0.000), but did not have a significant effect on adaptation (Estimate = -0.167, P-Value = 0.193). Adaptation has a positive effect on supply chain performance (Estimate = 0.133, P-Value = 0.018). Good supplier connections contribute to increased adaptation and supply chain performance. This suggests that effective communication and coordination between suppliers can help restaurants adapt more quickly to changes in demand and the market environment, as well as improve operational efficiency. This study is in line with the findings put forward by Su et al. (2020) who found that strong relationships with suppliers can improve operational performance and market responsiveness.

In contrast, design quality did not show a significant effect on adaptation. This may be because design quality focuses more on product specifications that do not directly affect the speed of adaptation to operational changes. This finding is consistent with research by Zheng et al. (2022) which states that design quality has a greater effect on final product performance than the operational adaptation process. Supply chain performance showed significant improvement after supplier connection and good design quality. The decrease in operational costs, increase in efficiency, and reduction in waste indicate that restaurants in Bogor City can optimize their resources through effective supply chain management. These results support the research by Li and Zhang (2021) which shows that good supply chain integration can improve overall performance by reducing costs and increasing response to market demand. This study is in line with previous research results that show the importance of supplier connections in improving the performance of the restaurant industry. Kim & Lee (2010) and Fantazy et al. (2010) emphasized that good relationships with suppliers can improve operational performance, which is supported by the findings of this study. In addition, Venska (2014) and Singh & Power (2009) confirmed that strong supply chain connections contribute to better performance in the industry.

Product design quality is also supported by previous studies. Fynes & De Búrca (2005) and Philip & Keller (2009) showed that quality product design affects customer satisfaction and operational efficiency. This study adds to the evidence that suppliers who are able to provide designs that are tailored to the needs of restaurants can reduce waste and increase customer satisfaction. Adaptation as an important factor in company performance is also supported by existing theories. Gibson (1984) and (Denison, 1995) emphasize that the ability to adapt to changes in the external environment is key to organizational survival and success. These findings support the view that restaurants that can adapt quickly will have an advantage in a competitive market. To address the issues identified in the research findings, several strategies can be implemented. First, restaurants need to strengthen connections with suppliers through better communication and closer collaboration. This can be done by holding regular meetings, sharing information transparently, and building mutually beneficial partnerships. Second, restaurants need to ensure that the quality of product design remains consistent with their needs. This can be achieved by conducting regular quality audits and working with suppliers to adjust product designs when necessary. Investment in equipment and technology that supports product design also needs to be considered. Third, adaptation to market changes should be a primary focus. Restaurants need to develop systems that allow them to respond quickly to change. This includes training employees to handle change and ensuring that operational processes can adapt to changing market needs.

5. CONCLUSION

Based on the results of the research that has been carried out, it can be concluded that Supplier Connection has a positive influence or a significant influence on Adaptation. Design quality does not have a positive influence or does not have a significant influence on Adaptation. In general, design quality affects buyer responsiveness, where buyers will respond directly or indirectly to a new product design so that after the buyer gives a response, new adjustment or adaptation steps can be determined. Adaptation has a positive influence or a significant influence on Supply Chain Performance. Supplier Connection has a positive influence or a significant influence on Supply Chain Performance. Design Quality has a positive influence or a significant influence on Supply Chain Performance. Based on that, this study recommends that restaurant leaders should expand the supplier connection network to improve the quality of the restaurant and restaurant development should meet the adequacy of quality and quality with the financing used in developing the restaurant should not be too large but able to provide maximum results. This study uses 4 variables consisting of Supplier Connection, Design Quality, Adaptation, and Supply Chain Performance. Based on Ku et al (2020) There are other variables that can be used for research development, namely the variables of responsiveness and efficiency of product development of restaurant companies.

REFERENCES

- Denison, D. R. (1995). *Culture and corporate change: Based on the Denison organizational culture survey* (Jossey-Bass, Ed.).
- Denmark, M. (2013). *Supplier-supplier networks: A network approach to supply chain management*. Routledge.
- Fantasi, C., Van der Vorst, J. G., & Van den Bogaert, M. (2010). Information sharing in suppliersupplier networks: A review of the literature. *The International Journal of Logistics Management*, 21(2), 239–262.
- Fantazy, K. A., Kumar, V., & Kumar, U. (2010). Supply management practices and performance in the Canadian hospitality industry. *International Journal of Hospitality Management*, 29(4), 685–693. <https://doi.org/10.1016/j.ijhm.2010.02.001>
- Fynes, B., & De Búrca, S. (2005). The effects of design quality on quality performance. *International Journal of Production Economics*, 96(1), 1–14. <https://doi.org/10.1016/j.ijpe.2004.02.008>
- Gibbons, J. D. (2003). Organizational adaptability: A framework for understanding and measuring the ability of organizations to adapt. *Journal of Management*, 29(4), 577–607.
- Gibson, J. L., Ivancevich, J. M., & Donnelly, J. J. (1984). *Organisasi dan manajemen: Perilaku, struktur, dan proses* (4th ed.). Erlangga.
- Green, K. W., & Inman *, R. A. (2005). Using a just-in-time selling strategy to strengthen supply chain linkages. *International Journal of Production Research*, 43(16), 3437–3453. <https://doi.org/10.1080/00207540500118035>
- Greenberg, P. (2010). *CRM at the speed of light: social CRM 2.0 Strategies, tools, and techniques for engaging your customers*. Mc Graw - Hill Companies Inc.
- Handfield, R. B., & Bechtel, C. (2002). The role of trust and relationship structure in improving supply chain responsiveness. *Industrial Marketing Management*, 31(4), 367–382. [https://doi.org/10.1016/S0019-8501\(01\)00169-9](https://doi.org/10.1016/S0019-8501(01)00169-9)
- Hansen, D. R., & Mowen, M. M. (2001). *Cost management: Accounting and control* (2nd ed.). South-western College.
- Hong, Y., & Hartley, J. L. (2011). Managing The Supplier-Supplier Interface In Product Development: The Moderating Role Of Technological Newness. *Journal of Supply Chain Management*, 47(3), 43–62. <https://doi.org/10.1111/j.1745-493X.2011.03234.x>
- Hou, T. H., & Huang, C. W. (2002). The Impact of Supply Chain Management on Supplier Selection and Evaluation in Taiwanese Industries. *J Technol*, 17(2), 281–282.
- Jahanshahi, A. A., Rezaei, M., Nawaser, K., Ranjbar, V., & Pitamber, B. K. (2012). Analyzing the effects of electronic commerce on organizational performance: Evidence from small and medium enterprises. *African Journal of Business Management*, 15(4), 6486–6496.
- Jebarus, F. (2001). *Supply Chain Management*. Usahawan.

- Kim, W. G., & Lee, H. (2010). The impact of supplier relationship management on hotel performance. *International Journal of Hospitality Management*, 29(2), 213–222.
- Kotler, P. (2002). *Marketing Management* (11th ed.).
- Krajewski, L. J., & Ritzman, L. P. (1999). *Operations management: strategy and analysis*. Addison Wesley.
- Ku, E. C. S., Hsu, S.-F., & Wu, W.-C. (2020). Connecting supplier–supplier relationships to achieve supply chain performance of restaurant companies. *Journal of Hospitality and Tourism Insights*, 3(3), 311–328. <https://doi.org/10.1108/JHTI-10-2019-0113>
- Lisda, R. (2021). The influence of organizational culture and leadership style on employee performance and business performance. *International Journal of Business and Humanity*, 23(3), 382–393.
- Lupiyoadi, R., & Hamdani, A. (2006). *Manajemen Pemasaran Jasa*. Salemba Empat.
- NCC. (1996). *Performance as a Strategic Participation Process*. National Productivity Association.
- Nugrahayu, E. R., & Retnani, E. D. (2015). Penerapan Metode Balanced Scorecard Sebagai Tolok Ukur Pengukuran Kinerja Perusahaan. . . *Jurnal Ilmu & Riset Akuntansi*, 4(10), 1–6.
- Page, D. (2020). The Importance of Adaptability Skills. *Chron*. <https://smallbusiness.chron.com/importance-adaptability-skills-37170.html>
- Philip, K., & Keller, K. L. (2009). *Manajemen Pemasaran Edisi ketiga Belas Jilid Satu*. Erlangga.
- Richman, B. (2001). Relationships, networks, and power: A network perspective on interfirm governance (Vol. 26). *The Academy of Management Review*.
- Ryu, G., Lee, S. H., & Kim, Y. G. (2009). The impact of supplier relationship management on operational performance: A meta-analysis. *Journal of Operations Management*, 27(6), 719–731.
- Shockley, J., Plummer, L. A., Roth, A. V., & Fredendall, L. D. (2015). Strategic Design Responsiveness: An Empirical Analysis of US Retail Store Networks. *Production and Operations Management*, 24(3), 451–468. <https://doi.org/10.1111/poms.12241>
- Simchi-Levi, D. (2000). *Designing and managing the supply chain: Concepts, strategies, and case studies*. Mc Graw - Hill Companies Inc.
- Sukresna, I. M., Hamilton, J., & Tee, S. (2016). Channel relationships from the perspectives of manufacturers and their connecting distributors in Indonesia. *Asia Pacific Journal of Marketing and Logistics*, 28(3), 525–546. <https://doi.org/10.1108/APJML-03-2015-0046>
- Sutrisno, E. (2016). *Manajemen sumber daya manusia*. Prenadamedia Group.
- Venska, M. (2014). Supply chain relationship management: A theoretical and empirical review. *Journal of Supply Chain Management*, 50(4), 191–228.
- Winata, F. A., Miyasto, & Sugiarto. (2016). Pengaruh kualitas hubungan dan kemampuan adaptasi terhadap lingkungan yang mempengaruhi keunggulan bersaing dan implikasinya pada kinerja perusahaan (studi pada pt. Aga pratama). *Jurnal Bisnis Strategi*, 25(2), 111–124.