INTRODUCTION

The emergence of the digitalization era and the rapid development of technology and the Internet in recent times has greatly impacted the lives of people around the world. This is indicated by the increase in the number of cellular phone users to 265.3 million in 2019 with a Compound Annual Growth Rate, abbreviated to CAGR of 4.77 percent. This was stated by Dimitri Mahayana, Lecturer of the School of Electrical Engineering and Informatics ITB who is also in this case the Data Scientist Sharing Vision.

With the acceleration of this development, a process that used to take a long time can now be accessed easily and quickly on target and at a very low cost. The concepts of effectiveness and efficiency as well as customer satisfaction are benchmarks in the development of today's digital business world.

In order to respond to this opportunity, there is no doubt that many new entrepreneurs have emerged who have succeeded in taking advantage of this situation by creating a Marketplace-based business platform. Marketplace is an internet-based buying and selling forum where prospective buyers make closing transactions through a platform created by entrepreneurs. By making purchases on this marketplace system, buyers do not have to meet face-to-face with sellers, and make it easier for buyers to make purchases, and get very competitive prices and quality. Therefore, the principle of better, cheaper, and faster can be fulfilled by making purchases via the marketplace platform.

The rise of companies that are starting to be literate with this technology is actually very easy for customers because as customers we have many choices to choose products that suit their needs at competitive prices. The public's interest in making online purchases is very large, therefore there are also many people who abuse this opportunity with the many cases of fraud that occur, or the quality of the goods sent do not match the product description, or low quality, the shipping process takes a long time, and other. This also makes some customers give up on making purchases via the online marketplace.

The rise of this fraud case is very disturbing to potential customers because it is very detrimental to customers. If you have received a vote of no confidence from the customers, especially if it is very easy to carry out the process of mass information dissemination, then this will greatly affect the integrity of the company.
In order to harmonize the existence of a company, several important points are needed in the marketplace industry in order to remain competitive and survive in this era in order to achieve customer satisfaction. These factors include supply chain management, Total quality management and competitive advantage.

One of the online learning media via the marketplace that is on the rise in the country is Shopee. This company sells its products in the form of an online catalog that can be accessed via the internet. Customers can easily get the goods they want at very competitive prices and quality. In anticipating this, Shopee through its new breakthrough is able to compete in the midst of this very fierce competition. Through very strong branding and very attractive offers for its users, Shopee is able to survive and increase the number of users and transactions circulating via the Shopee application.

LITERATURE REVIEW
Customer Satisfaction

Customer satisfaction can be felt after customers compare their experience in purchasing goods/services from sellers or providers of goods/services with the expectations of the buyers themselves. These expectations are formed through their first experience in buying an item/service, comments from friends and acquaintances, as well as promises and information from marketers and competitors. Marketers who want to excel in the competition must pay attention to customer expectations and customer satisfaction.

The definition of customer satisfaction according to Kotler (2014: 150) is: Feelings of pleasure or disappointment that arise after comparing the performance (outcome) of the product thought to the expected performance (or result). While the definition of customer satisfaction formulated by Oliver (Barnes, 2003: 64) is: Satisfaction is the customer's response to the fulfillment of their needs. This means an assessment that a form of privilege of an item or service or the goods/services itself, provides a level of comfort related to the fulfillment of a need, including meeting needs below expectations or meeting needs exceeding customer expectations. From the two definitions above, it shows that customer satisfaction is a fulfillment of expectations. Customers can be said to be satisfied with the products or services provided if the customer's expectations for the products/services provided are in accordance with and even exceeding their expectations.

Measurement of customer satisfaction companies need to measure customer satisfaction in order to see the feedback and input that can be taken by the company for the purposes of developing and implementing strategies to increase customer satisfaction. The indicators of customer satisfaction used in this study are, (Irawan, 2008):

- Feeling satisfied (in the sense of being satisfied with the product and service), namely the expression of feeling satisfied or dissatisfied from customers when receiving good service and quality products from the company.
- Fulfillment of customer expectations after buying a product, namely whether or not the quality of a product or service after purchasing a product with the expectations that the customer wants.
- Always buy a product That is, customers will continue to use and continue to buy a product if the expectations they want are achieved.

Total Quality Management

Total quality management literally comes from the word "total" which means whole or Total, "quality" which means quality, and "management" has been equated with management in Indonesian which means management. TQM is a management approach in an organization, centered on quality, based on the participation of all its members and aiming for long-term success through customer satisfaction, and benefits for the community all members of the organization and society.

According to Nasution (2005:22), "Total Quality Management is defined as a combination of all management functions, all parts of a company and everyone into a holistic philosophy that is built on the concepts of quality, teamwork, productivity, and customer satisfaction”. According to Tjiptono and Diana (2001:4) “Total Quality Management is an approach in running a business that tries to maximize organizational competitiveness through continuous improvement of products, services, people, processes, and the environment”.

According to Ibrahim (2000:22) in the context of the philosophy, principles, basic concepts and core values of TQM, it can be understood that: TQM is a management that makes plans and makes decisions, organizes, leads, directs, processes , utilizing all capital equipment and materials, technology, information systems, energy and human resources to create quality products or services that meet the needs and satisfaction of the consumer market continuously for the survival of the company efficiently, effectively and responsibly with the participation of all human resources . 8 From the above definition, it can be concluded that Total Quality Management is a management system that makes quality a business strategy and is customer satisfaction oriented that involves all members of the organization. So it can be concluded that Total Quality Management is a management approach in a customer and market oriented organization through a combination of practical fact finding and problem solving in order to create significant improvements in quality, productivity and other performance within the company.
Goetsch and Davis (2002) reveal ten main elements (characteristics) of Total Quality Management (TQM), as follows:

- Focus on the customer. External customers determine the quality of products or services delivered to them, while internal customers play a major role in determining the quality of people, processes, and the environment associated with products or services.
- Obsession with Quality. In organizations that implement TQM, the final determinant of quality is internal and external customers. With the specified quality, the organization must be obsessed with meeting or exceeding what is specified.
- Continuous System Improvement. Every product or service is produced by utilizing certain processes in a system or environment. Therefore, the existing system needs to be improved continuously so that the quality it produces can increase.
- Scientific approach is very necessary in the application of TQM, especially for designing work and in the decision-making process and problem solving related to the designed work. Thus, data is needed and used in compiling benchmarks, monitoring performance, and implementing improvements.

**Supply Chain**

According to Mc Leod, et al., (2008: 33), supply chain is a path that facilitates the flow of physical resources from suppliers to companies and then to customers. And Supply chain Management is the process by which the flow of resources through the supply chain must be managed to ensure that the flow occurs in a timely and efficient manner. According to Schroeder (2004) the definition of supply chain is certainly different from supply chain management. Supply chain is a sequence of business processes and information on a product or service, starting from suppliers to manufacturing activities to distribution activities to end users. While supply chain management is a planning, design, and control of the flow of information and materials contained in the supply chain with the aim of meeting customer needs in an efficient way now and for the future.

According to Suyanto (2007: 191), supply chain management is a process of integrating management practices and information technology to optimize the flow of information and products between processes and business partners in a supply chain which is a network of business processes and interrelationships between businesses needed to build, sell, and deliver the product to the final customer. Meanwhile, according to Heizer & Render (2004) Supply chain management is a management activity with the aim of obtaining these raw materials into goods in process or semi-finished goods and finished goods and then sending these products to customers through the system distribution.

A supply chain is a network of companies that work together to create and deliver a product to the end user. These companies usually include suppliers, manufacturers, distributors, shops or retailers, as well as supporting companies such as logistics service companies (Pujawan, 2005). Supply chain is a system in an organization that distributes its production goods and services to its customers. This chain is a network of various interconnected organizations that have the same goal. (Indrajit & Djokopranoto, 2006). Supply chain refers to the flow of materials, information, money, and services from raw material suppliers, through factories and warehouses to final customers. A supply chain also includes the organizations and processes that produce and deliver products, information, and services to end customers (Rainer Jr. & Cegielski, 2011).

Furthermore, according to Heizer & Render (2011: 4-7), supply chain management is the integration of activities for procuring materials and services, converting them into semi-finished goods, and final products, as well as delivery to customers. Supply chain management consists of activities for determining transportation providers, credit and cash transfers, suppliers, distributors, accounts payable and accounts receivable, warehousing and inventory, order fulfillment, and customer information sharing, forecasting, and production. The supply chain is receiving considerable attention because the supply chain is an integral part of a company's strategy and is the most expensive activity in almost every company. For manufacturing and service companies, supply chain costs as a percentage of sales have a large proportion. Therefore an effective strategy is needed. The supply chain provides a great opportunity to reduce costs and increase profits.

According to Li et al., (2006) Total supply chain includes the following processes:

- Strategic supplier partnership is a long-term relationship between the company and its suppliers. This is done to improve the strategy and operational capabilities of supplier companies in participating in companies that have a goal to achieve the goals that have been set. This strategy focuses on joint planning and joint problem solving between the company and suppliers. With a strategy of partnering with suppliers, the company is likely to be able to work effectively with several suppliers who are willing to share responsibility for creating and succeeding a product (Gunasekaran, 2001).
- Customer relationship is a set of practices that aim to manage customer complaints, build long-term good relationships with customers, and improve customer satisfaction. Companies that have customers who are committed to building relationships, then this is an advantage for the company. The existence of a good relationship with customers will allow a company to differentiate its
products against its competitors, can increase customer loyalty, and create value to customers (Claycomb et al., 1999).

According to Monczka, et al., (2008) information sharing refers to the extent to which important information is communicated to the company’s business partners. Sharing information between business partners can be in the form of strategic tactics, general market conditions, and information about customers. By exchanging information between members in the supply chain, the information can be used as a source of competitive advantage.

### Competitive Advantage

A company’s competitive strategy can be interpreted, relative to its competitors, as a set of customer needs in order to seek customer satisfaction through the company's products or services. Being able to do something that other companies can’t do. According to Porter (1993) in his writing entitled “Competitive Advantage: Creating and Sustaining Superior Performance.”, competitive advantage grows fundamentally from the value that allows companies to create value for their buyers beyond the costs incurred by the company to create it. “Competitive advantage is at the heart of a company's performance in a competitive market. Competitive advantage is about how a company actually puts generic strategies into practice.” - Michael E. Porter

More specifically, according to Fred David in his book entitled Strategic Management: Concepts and Cases, defines competitive advantage as, “whatever a company does better than rival companies. When a company can do something that a rival company cannot or has something that a rival company wants, it can represent a competitive advantage.

There are several indicators that can be used to measure the competitive advantage of a company. (Li B. et al., 2004) measuring the company's competitive advantage by using indicators; price, quality, delivery dependability, product innovation, and time to market.

- **Price** as the sum of the values that customers exchange for the benefits of owning or using a product or service. So it can be concluded that the price is an economic sacrifice made by customers to get the benefits of using goods and services. Competitive advantage can be obtained if every company has the ability to better present every process in its business operations in producing goods and services that have high quality at competitive prices. So that the resulting product is able to compete both in terms of quality, price, product delivery, and flexibility compared to its competitors in the market (Heizer and Render, 2011).

- **Product quality** is the main focus in the company, quality is one of the important policies in increasing the competitiveness of a product. Kurien, G.P. and Qureshi, (2011) defines quality as “the ability of an organization to offer product quality and performance that creates higher value for customers”, meaning that a product can be said to be able to compete in the market if the company is able to offer products by providing more value/benefit to customers.

- **Dependability** Delivery dependability is used to monitor a suppliers' performance in terms of delivering the product required by customers on time, orders delivered complete and with the best quality possible (Harrison and Hoek, 2008). Delivery time can be a source of competitive advantage for the company, when the company is able to reduce the delivery time of consumer orders or reduce the time of providing services to consumers (Stonebrake and Leong, 1994).

- **Time to market** is the extent to which an organization is able to introduce / launch new products faster than other competitors (Vessev, 1991). Time to market is an important dimension of competitive advantage (Holweg, 2005). When a company is able to launch new products faster than competitors, this allows the organization to be able to capture market share first and even be able to lead the market and will generate higher profits.

### RESEARCH METHODS

#### Research Design

Based on the research objectives, this research is explanatory through hypothesis testing to test the causal relationship between the variables of Total quality management, supply chain, competitive advantage and customer satisfaction. The data used in this study is primary data by conducting a survey by distributing questionnaires to Shopee application users. The data analysis method used is descriptive analysis method and path analysis. Descriptive analysis is used to analyze data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations and to know the description of each respondent's statement. Based on each indicator on each variable studied, while path analysis is used to test the hypothesis in order to obtain a causal relationship either directly or indirectly between Total quality management, supply chain, competitive advantage and customer satisfaction.

#### Population

The population in this study are Shopee application users in Bekasi City. In general, the population is intended as a generalization area consisting of objects/subjects that have certain qualities and characteristics, Sugiyono (2009: 115), while according to Margono (2004: 118), is all data that is of concern to us in a certain scope and time determine. In this study, the population used is a limited population that has clear data sources quantitatively so that the number can be counted.
Sample

The sampling technique in this study uses a non-probability technique, namely the incidental sampling technique, which is a sampling technique based on chance, that is, anyone who coincidentally/incidentally meets the researcher can be used as a sample, if it is considered that the person is in accordance with the data source. The number of samples to be taken is 100 people. The selected respondents are Shopee marketplace customers. The sampling technique used is incidental sampling with the following criteria:

- Bekasi City Residents
- Have Shopee app
- Often make purchases through the Shopee application

Research Result

Table 1. Hypothesis Test Results

<table>
<thead>
<tr>
<th>No</th>
<th>Hip</th>
<th>Variable Exogenous</th>
<th>Mediating</th>
<th>Variable Endogenous</th>
<th>Regression Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>H1</td>
<td>Total Quality Management</td>
<td>Competitive Advantage</td>
<td>-</td>
<td>0.758</td>
</tr>
<tr>
<td>1</td>
<td>H2</td>
<td>Total Quality Management</td>
<td>Competitive Advantage</td>
<td>Customer Satisfaction</td>
<td>0.53</td>
</tr>
<tr>
<td>2</td>
<td>H3</td>
<td>-</td>
<td>Competitive Advantage</td>
<td>Customer Satisfaction</td>
<td>0.878</td>
</tr>
<tr>
<td>2</td>
<td>H4</td>
<td>Total Quality Management</td>
<td>Competitive Advantage</td>
<td>Customer Satisfaction</td>
<td>0.53+0.665 = 1.195</td>
</tr>
<tr>
<td>1</td>
<td>H1</td>
<td>Supply Chain</td>
<td>Competitive Advantage</td>
<td>-</td>
<td>0.184</td>
</tr>
<tr>
<td>2</td>
<td>H2</td>
<td>Supply Chain</td>
<td>Competitive Advantage</td>
<td>Customer Satisfaction</td>
<td>0.405</td>
</tr>
<tr>
<td>2</td>
<td>H3</td>
<td>-</td>
<td>Competitive Advantage</td>
<td>Customer Satisfaction</td>
<td>0.878</td>
</tr>
<tr>
<td>2</td>
<td>H4</td>
<td>Supply Chain</td>
<td>Competitive Advantage</td>
<td>Customer Satisfaction</td>
<td>0.405+0.162 = 0.567</td>
</tr>
</tbody>
</table>

Hypothesis 1 shows that Total quality management and supply chain have a positive and significant value on competitive advantage. With the coefficient value of both Total quality management (0.758) and supply chain (0.184) which is greater than 0.05 (p-value > 0.05), it can be said that empirically and theoretically, Total quality management and supply chain have a positive and significant effect on competitive advantage.

Hypothesis 2 shows that Total quality management and supply chain have a positive and significant value on customer satisfaction. With the coefficient value of both Total quality management (0.530) and supply chain (0.405) which is greater than 0.05 (p-value > 0.05), it can be said that empirically and theoretically, Total quality management and supply chain have a positive and significant effect on customer satisfaction.

Hypothesis 3 shows that competitive advantage has a positive and significant value on customer satisfaction. With a competitive advantage coefficient value (0.878) which is greater than 0.05 (p-value > 0.05), it can be said that empirically and theoretically, competitive advantage has a positive and significant effect on customer satisfaction.

Hypothesis 4 shows that Total quality management and supply chain have a positive and significant influence on customer satisfaction through competitive advantage. The effect of coefficient values on exogenous variables on competitive advantage and the effect of competitive advantage on customer satisfaction can be seen based on the coefficients of direct, indirect, and total influence. With a coefficient value greater than 0.05 (p-value > 0.05), it can be said that empirically and theoretically, Total quality management, supply chain, has a positive and significant effect on customer satisfaction through competitive advantage.

Discussion

1. Effect of Total Quality Management and Supply Chain on Competitive Advantage

Total quality management is an effort to always prioritize the quality of various aspects of both products and services. The company strives with their respective strategies to continue to prioritize quality so that they always get good attention and response from the market.

The supply chain is total flow from upstream to downstream or from suppliers until the goods are in the hands of customers. This integration process includes the process of material inventory or product availability, the existence of valid information or data that supports the process of delivering goods in the hands of customers, to the logistics process or distribution of moving goods from one place to another. This
integration flow is very important in a company because it is closely related to the suitability of goods, selling prices on the market, and also the estimated delivery time of goods.

Shopee application users tend to agree that Total quality management is formed by indicators of customer focus, obsession with quality, continuous system improvement, and using knowledge methods/scientific approaches. Indicators of customer focus, obsession with quality provide the greatest support in forming Total quality management. This proves that Shopee prioritizes quality by always being oriented to customer needs. For example, Shopee as a marketplace, has unique features such as games or games where by playing these games users get rewards in the form of vouchers for free shipping, food, or points that can be used when shopping. This is very interesting for customers to keep interacting using the Shopee marketplace.

Analysis of the description on supply chain variables shows that Shopee application customers tend to agree that the supply chain is formed by indicators of strategic supplier partnership, information sharing, and customer relationships. Information sharing indicators provide the greatest support in shaping the Supply Chain. This shows that the flow of valid information greatly affects the smoothness of the supply chain process. By always meeting customer needs and focusing on good relationships with customers, Shopee makes it possible to meet the needs of its users. For example, supply chain is closely related to valid data or information about customer needs and expectations. There is easy access through features made by Shopee or the Shopee interface screen on both mobile phones and PCs that are easy for users to understand, then there is ease of transacting and the many choices of payment types available, which make it easier for customers to transact. As well as being supported by many trusted logistics vendors, this is an added value in facilitating the process of integrating this supply chain. The existence of accurate information is a benchmark in presenting goods that are in accordance with the order, products are safe in packaging, the status of the movement of goods, until finally the goods are in the hands of customers.

Description analysis on competitive advantage variables is formed by indicators of price, quality, delivery, and time to market. Delivery indicators, provide the greatest support in establishing competitive advantage, namely the proliferation of free shipping programs with no restrictions on purchasing a product, becoming the main attraction for the customers. By collaborating with logistics vendors such as JNT, which has proven to have a good reputation in Indonesia, this free shipping program has attracted many enthusiasts. By being the pioneer of this free shipping program, it is proven that this program is one of the advantages or competitiveness possessed by Shopee when compared to other marketplaces.

Indicators of focus on customers and obsession with quality as a measure of Total quality management variables make the biggest contribution, followed by other indicators. This means that the indicators of customer focus and obsession with quality dominate as a measure of the Total quality management variable compared to other indicators. The results show that the indicators of customer focus and obsession with quality are the best reflections for Total quality management variables. The estimation model shows the value of supply chain variable factor loading shows that the information sharing indicator as a measure of supply chain variables provides the largest contribution and is followed by other indicators. This means that the information sharing indicator dominates as a measure of supply chain variables compared to other indicators. The results show that the information sharing indicator is the best reflection of supply chain variables. In the competitive advantage variable, the delivery value indicator as a measure of the competitive advantage variable gives the largest contribution, and then other indicators are followed. This means that the delivery value indicator dominates as a measure of competitive advantage compared to other indicators. The results show that the delivery value indicator is the best reflection of the competitive advantage variable. The results of the study show that Total quality management and supply chain have a positive effect on competitive advantage.

2. Effect of Total Quality Management and Supply Chain on Customer Satisfaction

Customer satisfaction is a result of being satisfied with the product or service provided. Analysis of the description of the customer satisfaction chain variable shows that Shopee customers tend to agree that customer satisfaction is formed by indicators of feelings of satisfaction (for their products and services, fulfillment of customer expectations, and product repurchases. Indicators of feeling satisfied with products and services provide the greatest support in shaping customer satisfaction.

The strategies achieved by the company are actually to achieve customer satisfaction. If the customer is satisfied with the services and services, there will be repurchase or repeat purchases continuously. This is very good for the company's profitability.

If it is associated with the concept of total quality management, Shopee runs with the aim of focusing on customer satisfaction. Quality improvement is carried out continuously, in order to achieve customer satisfaction. For example, there is an application update that in one Shopee marketplace can be used for shopping, news info, sale info, games, and other
activities. This is done in order to keep up to date with the times and tastes of its customers.

Similar to Total quality management, the supply chain also focuses on the demands of its customers. All of the company's efforts and strategies are carried out to achieve customer satisfaction. In the supply chain, the flow of valid information is the key to customer satisfaction. The supply chain works to deliver goods that meet customer expectations at lower prices, good quality, with fast distribution. The supply chain is closely related to data or the number of requests to provide goods in a timely manner. Cooperation and good relations with vendors is an effort in supply chain integration, in an effort to meet customer demands.

In the variable of customer satisfaction, the indicator of the value of feeling satisfied with products and services as a measure of the variable of customer satisfaction gives the largest contribution, and then other indicators are followed. This means that the indicator of the value of feeling satisfied with products and services dominates as a measure of customer satisfaction compared to other indicators. The results showed that the indicator of the value of feeling satisfied with products and services was the best reflection for the variable of customer satisfaction. The results show that Total quality management and supply chain have a positive effect on customer satisfaction.

3. The Effect of Competitive Advantage on Customer Satisfaction

Description analysis on the competitive advantage variable is formed by indicators of price, quality, delivery, and time to market. Delivery indicators provide the greatest support in establishing competitive advantage. For the sake of customer satisfaction that will show the existence of a company, the company with the strategy or policy it issues will make efforts to achieve customer satisfaction. Through indicators of price, quality, delivery, and time to market, there will be competition from competitors to provide the best prices, good quality goods and services, fast delivery processes, and certain times to reap the most profits. This can be seen from being a pioneer of a free shipping system with no minimum spend, making Shopee much in demand by its customers. In addition, by presenting attractive promos on every national online shopping day, there are even more opportunities for customer purchases. Coupled with game features such as Shopee Tanam and Goyang Shopee which generate coins that can be used to reduce purchases, making user interactions with this application more frequent. Which in the end, will achieve customer satisfaction. The results of the study show that competitive advantage has a positive effect on customer satisfaction.


In the current era, competition between marketplaces is a common thing. Similar to Shopee, its competitors such as Tokopedia, Bukalapak, JD.ID, and others are competing to offer attractive promos to attract market appetite. The existence of this intense competition makes each company strive to create strategies and policies in order to achieve customer satisfaction. With indicators involving competitive advantage such as price, quality, delivery, and time to market indicators, they become benchmarks in increasing competitiveness in order to achieve customer satisfaction.

In relation to this from the supply chain side, companies are required to provide products at affordable prices, safe, fast, and cheap delivery processes, and always present attractive promos for customers. In terms of Total quality management, it is closely related to the quality of goods that are good or exceed customer expectations, present interesting features that invite interaction with users (such as games), and always strive to establish good relationships with customers by understanding and serving customer wants and needs. In order to achieve the expected customer satisfaction. In an effort to improve Total quality management and supply chain in achieving customer satisfaction, competitive advantage becomes a variable that is considered as a driving factor (intermediate variable) that increases customer satisfaction. With the support of superior competitiveness, it is not impossible if customer satisfaction is achieved, thereby increasing the value of market share.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of research on the effect of Total quality management and supply chain on customer satisfaction with competitive advantage as an intermediate variable, the following conclusions can be drawn:

1. Based on the results of the description analysis, it is obtained that:

a) Total Quality Management

Shopee application users tend to agree that Total quality management is formed by indicators of customer focus, obsession with quality, continuous system improvement, and using knowledge methods/scientific approaches. Indicators of customer focus, and obsession with quality provide the greatest support in forming Total quality management. This proves that Shopee prioritizes quality by always being oriented to customer needs. For example, Shopee as a marketplace, has unique features such as games or games where by playing these games users get rewards in the form of vouchers for free shipping, food, or points that can be used when shopping. This is very interesting for customers to keep interacting using the Shopee marketplace.
b) Supply chain
Shopee application customers tend to agree that the supply chain is formed by indicators of strategic supplier partnership, information sharing, and customer relationships. Information sharing indicators provide the greatest support in shaping the Supply Chain. This shows that the flow of valid information greatly affects the smoothness of the supply chain process. By always meeting customer needs and focusing on good relationships with customers, Shopee makes it possible to meet the needs of its users. For example, supply chain is closely related to valid data or information about customer needs and expectations. There is easy access through features made by Shopee or the Shopee interface screen on both mobile phones and PCs that are easy for users to understand, then there is ease of transacting and the many choices of payment types available, which make it easier for customers to transact. As well as being supported by many trusted logistics vendors, this is an added value in facilitating the process of integrating this supply chain. The existence of accurate information is a benchmark in presenting goods that are in accordance with the order, products are safe in packaging, the status of the movement of goods, until finally the goods are in the hands of customers.

c) Competitive Advantage
Shopee application customers tend to agree that the variables of competitive advantage are formed by indicators of price, quality, delivery, and time to market. The delivery indicator, which provides the greatest support in establishing a competitive advantage, namely the proliferation of free shipping programs with no restrictions on the purchase of a product, has become a special attraction for customers. By collaborating with logistics vendors such as JNT, which has proven to have a good reputation in Indonesia, this free shipping program has attracted many enthusiasts. By being the pioneer of this free shipping program, it is proven that this program is one of the advantages or competitiveness possessed by Shopee when compared to other marketplaces.

d) Customer satisfaction
Shopee customers tend to agree that customer satisfaction is formed by indicators of feeling satisfied (for their products and services, fulfillment of customer expectations, and product repurchases. Indicators of feeling satisfied with products and services provide the greatest support in shaping customer satisfaction.

2. Based on the results of path analysis, it is obtained that:

a) Effect of Total Quality Management and Supply Chain on Competitive Advantage
Indicators of focus on customers and obsession with quality as a measure of Total quality management variables make the biggest contribution, followed by other indicators. This means that the indicators of customer focus and obsession with quality dominate as a measure of the Total quality management variable compared to other indicators. The results show that the indicators of customer focus and obsession with quality are the best reflections for Total quality management variables. The estimation model shows that the information sharing indicator as a measure of supply chain variables provides the largest contribution and is followed by other indicators. This means that the information sharing indicator dominates as a measure of supply chain variables compared to other indicators. The results show that the information sharing indicator is the best reflection of supply chain variables. In the competitive advantage variable, the delivery value indicator as a measure of the competitive advantage variable gives the largest contribution, and then other indicators are followed. This means that the delivery value indicator dominates as a measure of competitive advantage compared to other indicators. The results show that the delivery value indicator is the best reflection of the competitive advantage variable. The results of this study also support the results of research conducted by Prayhoego, et al., (2013) and Maddeppungeng, et al., (2017) which states that Total quality management can increase competitive advantage. The results of this study also support the results of research conducted by Suharto, et al., (2013) and Lusiana, et al., (2017) which states that supply chains can increase competitive advantage.

b) Effect of Total Quality Management and Supply Chain on Customer Satisfaction
Indicators of focus on customers and obsession with quality as a measure of Total quality management variables make the biggest contribution, followed by other indicators. This means that the indicators of customer focus and obsession with quality dominate as a measure of the Total quality management variable compared to other indicators. The results show that the indicators of customer focus and obsession with quality are the best reflections for Total quality management variables. The estimation model shows that the information sharing indicator as a measure of supply chain variables provides the largest contribution and is followed by other indicators. This means that the information sharing indicator dominates as a measure of supply chain variables compared to other indicators. The results show that the information sharing indicator is the best reflection of supply chain variables. In the variable of customer satisfaction, the indicator of the value of feeling satisfied with products and services as a measure of the variable of customer satisfaction gives the largest contribution, and then other indicators are followed. This means that the indicator of the value of feeling satisfied with products and services dominates as a measure of customer satisfaction compared to other indicators. The results showed that the indicator of the value of feeling satisfied with products and services was the best
reflection for the variable of customer satisfaction. The results of this study support the results of research conducted by Islami, et al., (2016) and Sukardi (2017) which state that Total quality management can increase customer satisfaction. The results of this study also support the results of research conducted by Haque, et al., (2018) and Suwanda (2018) which states that supply chains can increase customer satisfaction.

c) The Effect of Competitive Advantage on Customer Satisfaction
In the competitive advantage variable, the delivery value indicator as a measure of the competitive advantage variable gives the largest contribution, and then other indicators are followed. This means that the delivery value indicator dominates as a measure of competitive advantage compared to other indicators. The results show that the delivery value indicator is the best reflection of the competitive advantage variable. In the variable of customer satisfaction, the indicator of the value of feeling satisfied with products and services as a measure of customer satisfaction gives the largest contribution, and then other indicators are followed. This means that the indicator of the value of feeling satisfied with products and services dominates as a measure of customer satisfaction compared to other indicators. The results showed that the indicator of the value of feeling satisfied with products and services was the best reflection for the variable of customer satisfaction.

Suggestions
Based on the results of research on the effect of Total quality management and supply chain on customer satisfaction with competitive advantage as an intermediate variable, several suggestions can be made as follows:

It is hoped that it can contribute ideas as additional literature for lectures at Krisnadwipayana University related to operations management, especially those related to Total quality management, supply chain, competitive advantage and customer satisfaction.

For further research, this research is expected to be useful for further research, especially regarding production and operations management related to Total quality management, supply chain, competitive advantage and customer satisfaction.

Through this research, it is hoped that it can be useful for other related parties, especially for the leadership of PT. Shopee Indonesia, taking into account the following:

- In the Total quality management variable, especially the indicator of knowledge or scientific approach which has the lowest value on the formation of the Total quality management variable. This can be done by taking scientific approaches in an effort to create customer satisfaction based on what customers need. Or also cooperate with companies or market research institutions, to always be the No.1 largest application in Indonesia.

- In the supply chain variable, especially the strategic supplier partnership indicator which has the lowest value on the formation of the supply chain variable. This can be circumvented by collaborating with many credible vendors or companies, to ensure the availability of stock, good quality, and fast and safe delivery.

- The competitive advantage variable, especially the price indicator, has the lowest value on the formation of the competitive advantage variable. In this regard, the company can provide Shopee
customers with competitive prices compared to other marketplaces.

- On the customer satisfaction variable, especially the indicator, always buy the product that has the lowest value on the formation of the customer satisfaction variable. In this case, the company can provide Shopee customers with various attractive promos and a selection of features that increase user interaction. So in the mindset of the user, it is expected that they will make continuous purchases on the Shopee application.

REFERENCES