

The Role of the Supplier on the Performance of New Product Development through the Quality of the Team

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ABSTRACT

This study tries to explain the influence of the supplier's role on the performance of the new product development team through the quality of the team moderated by the influence of corporate culture. The object of observation is the New Product Development Team (part of the company's R&D Division, Maspion Ltd. Corp. (Tbk), Sidoarjo.

Objectives: *Analyze the effects of the supplier's role on the performance of the new product development team, the supplier's role on the quality of the new product development team, and how corporate culture strengthens the influence of the supplier's role on the quality of the new product development team.*

Methodology: *Observations were made on 78 employees of the New Product Development Team at the R&D Division of Maspion Ltd. Corp. (Tbk) Units I, II, III, in Sidoarjo, and Unit IV in Surabaya. The analytical method used is the structural equation model*

Findings: *(1) the role of the main supplier is important because it has a significant positive effect on the quality of the team in the innovative process; (2) the quality of the team has a significant positive effect on the performance of the new product development team; and (3) corporate culture strengthens the influence of the supplier's role on team quality.*

Conclusion: *Corporate culture and the role of suppliers are able to improve the quality of the new product development team and the team's performance in producing new products or product lines that are more marketable.*

Keywords: *supplier role, team quality, team performance, and corporate culture.*

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INTRODUCTION

Maspion Ltd Corp. (Tbk) is a company founded in 1962 in Sidoarjo, producing various electronic appliances for households, such as fans, dispensers, rice cookers, blenders, mixers, magic coms, stoves, irons, exhausters, and many types of electronic equipment. other. Since the Covid-19 pandemic which began in March 2020 until now, the company has faced obstacles in obtaining raw materials for production given the government's restrictions on the movement of goods other than necessities, the decline in people's purchasing power, and other obstacles. The company then downsized production employees and sales employees due to a decrease in production. This problem has impacted on the company's overall performance. However, with the decline in COVID-19 cases, the national economy has rebounded and has shown significant progress in community welfare. Companies must increase production again by considering the development of new product lines with new technology that is more cost-effective to produce new products with more affordable prices and better functions. This is a huge challenge for the new product development team. This team must make breakthroughs through innovative ideas and search for information related to raw materials and technology.

McBraith (2006) suggests that "suppliers are an important element so companies must create a good supply chain with suppliers in order to develop new product lines". In creating a positive supply chain, the most effective way would be for the supplier to understand the needs of production inputs for the company. In regards to the supplier, if they are committed concerning information and resources, technology, and new production processes that are currently being developed. On the other hand, the quality of the new product development team must be built as well as possible, namely: internal team communication must be effective, work coordination must be good, and can resolve internal conflicts quickly through creative problem solving and be able to implement decisions effectively. Such situations and conditions can be related to the role of suppliers in providing information and sharing some resources in the form of technology transfer related to the production process.

The performance of the new product development team can be seen from the performance of the process and the resulting product (Gupta et al., 2022). The process of the new products produced is important to reduce production costs and produce products that perform well. Product performance is considered good if the purpose for which the product is made can be felt functionally by the consumers. By cost savings in the process as well as the cost of raw materials, the selling price of new products is more likely to be accepted by the public.

The role of the supplier positively affects the quality of the team but it depends on the company culture. Corporate culture is a culture or culture that can be felt by all employees, becoming conventionally applicable norms (Risianto et al., 2018). This is indicated by the commitment of the managers and the management policies implemented.

Through an integrated human resource management mechanism, it is hoped that all team members will be able to synergize in achieving company goals, especially in innovative ideas to develop new products or product lines (Aslam et al., 2020). Management here already includes a managerial system, coaching, and capacity building of team members. Coaching and development have the intent and purpose to improve and improve the quality and quality of education through various programs that have been organized by the company to increase the competence of new product development experts. This needs to be done, considering that these

experts have a strategic role in efforts to establish new markets and customers, and improving the quality of human resources is an important aspect in the era of globalization.

Companies need human resources who have unique skills and abilities in accordance with the organization's vision and mission so that in carrying out management decisions they can strengthen the guidelines, norms, and corporate culture (McBraith, 2006).

At Maspion Ltd Corp. (Tbk) Units I, II, III in Sidoarjo, and Unit IV in Surabaya, the number of product development team members was 78 expert staff, employees who are responsible for developing new products or product lines continuously to dominate the market share of the company as much as possible. There are quite a number of companies producing electronic equipment for households operating in this market so it can be said that the level of competition is quite fierce. The development of new products or product lines is important for the survival of the company by winning against the competition.

Corporate culture are the beliefs, values, beliefs, and norms that characterize the company, followed by all employees (Canning et al., 2020). Corporate culture provides a frame of reference for all employees and can be used to interpret events and facts in the company environment (Silalahi, 2017). Corporate culture sends a message to all employees within the company and the surrounding community about how the business is conducted. It is rooted in the organization's goals, strategies, structure, and approach to employees, customers, suppliers, investors, and the wider community. Thus, corporate culture is an important component that supports the main success or failure of a business. Maspion's corporate culture colors the working atmosphere in the factory and can indirectly affect the quality of work of each section or division within the company. Especially for the managers of the new product development team at Maspion Ltd (Tbk) Units I, II, III, and IV, there is a work coordination system. However, whether each member of the inter-unit team is also involved in the coordination of the work properly; still needs to be researched.

LITERATURE REVIEW

Corporate culture is heavily influenced by the attitudes and behavior of managers (Isensee et al., 2020). Consequently, organizations need human resources who have high discipline in accordance with the organization's vision and mission and have the motivation to improve their quality in carrying out activities to strengthen organizational guidelines. The commitment of the managers (attitudes and behavior) and the internal aspects of the employees themselves (motivation) are things that affect the stability of the work culture. Management policies made by managers who are highly committed are important and cannot be ignored by employees in upholding a good corporate culture (Soelton et al., 2020).

The results of several preliminary studies in several manufacturing companies in East Java show that the role of suppliers is not considered an important factor, even though it is well-known that corporate culture is a determinant of work productivity. Corporate culture is norms that are upheld by all employees and management is a very important thing for an organization in maintaining and carrying out its life.

Research results conducted by the Industrial Survey Institute in 2010 showed that corporate culture has not been considered important as a variable that determines the performance of the

R&D division in the manufacturing industry. Most of these industries are a barrier for employees to produce innovations to produce new products which can be caused by:

- a. Most members of the new product development team assume that the old product is still in the development stage and has not yet experienced a diminishing return. Thus, managers consider it unnecessary to develop new products to win the competition.
- b. Difficulty in obtaining information from suppliers related to new alternative raw materials with good quality but cheaper prices. In addition, difficulties also exist in obtaining information related to new technologies to reduce the cost of the production process.
- c. R&D costs are considered high causing some manufacturing industry companies to think that new product development is not very necessary. These companies are satisfied as long as they can still sell products with sufficient market share.

The results of several empirical studies conducted by (Sheth, 2020) and (Fernando et al., 2019); found that most of the service industry companies created a good relationship between the company and its suppliers. The role of suppliers in providing input in the form of information on alternative raw materials and new technologies for the service production process is proven to be quite good. Suppliers in the service industry understand that in order to continue their business existence as suppliers for service industry companies, they must build good relationships in the face of technological changes and the emergence of alternative raw materials. In addition to these two things, the findings of Tippin's research also prove that a good relationship is also related to the flexibility of paying off the purchase of raw materials. Wijaya's research (2006) also found that many suppliers benefit from their resources to help companies in the production process and product marketing process.

Some basic theories developed by several experts such as (Paais & Pattiruhu, 2020); (Roscoe et al., 2019); (Martínez-Caro et al., 2020); generally do not state that corporate culture affects the company's performance. Thus, it is necessary to verify empirically that corporate culture can be positioned as a moderating variable since corporate culture can also affect the working atmosphere in the factory and employee performance, although not directly, but by interacting through the influence of the supplier's role.

On the one hand, the performance of a team is also influenced by the performance of each team member, but it is not summative linear (Asda & Nilasari, 2022); (Saratian et al., 2022). There is an interaction of increasing individual performance synergistically. Individual performance is an integrated part of the overall team or company performance. The quality of the team affects the company's performance and is based on the support of the company's culture and management capabilities (Nasir, 2022). Pattiruhu & Paais (2020), also stated: "many factors that can affect the performance of each individual, namely their abilities, motivation, support received, the existence of the work they do, and their relationship with internal organizations and external organizations". What can be surmised by external organizations is the role of suppliers. Organizational values and norms spread to everyone in the organization which can then guide behavior and controls how people interact among members and with stakeholders.

As stated by Rakova et al (2021) that the company is a unique organization where every organization has a culture, traditions, and methods of action. Overall, these three aspects constitute a climate for its members. Thus, the organizational environment or the internal

climate of a company reflects the culture, traditions, and methods of action adopted by a company.

The uniqueness of a company can be seen from some of its activities, an organization can look busy and efficient while other organizations can also look very relaxed (Nugroho, 2019). Some organizations look quite human while others look stiff and cold. An organization tends to attract and retain people who fit its work climate and of course, they will choose a company climate that fits their personal culture.

Something that needs to be considered in this systems approach is the existence of a clear understanding that changes that occur in one subsystem will affect changes in other subsystems. Therefore, the company cannot ignore one subsystem from another. At the same time, the company's internal management must not ignore the needs and pressures of external environments.

So far, people assume that the career improvement system is suspected as one of the determining factors for the effectiveness of an organization (Sembiring et al., 2020). At PT Maspion (Tbk), it has been identified that employee performance has an impact on careers. This is a system that works effectively so it does not need to be hypothesized in this study. Identification of performance on the object of research is more directed to (1) the production process of new products or product lines developed by the team; (2) positive sales development, and (3) the existence of cost savings in the production process compared to the production process before it was developed. Theoretically, performance is defined by several experts, and can be expressed as follows:

- a) "Performance is a series of achieved output and referred to the result level from a job" (Ye et al., 2019);
- b) "Performance is an interaction function between ability and motivation" (Pham et al., 2020);
- c) "Performance as quality and quantity of tasks finished, which has been done by individual, group or organization" (Werdhiastutie et al., 2020)
- d) "Performance is an interaction function between ability (A), motivation (M) and opportunity (O), $P = F(A \times M \times O)$, it means that performance is a function of ability, motivation and opportunity" (Robbins et al., 2013);
- e) "Employee performance is a result of a job in accordance with firm objectives, such as quality, efficiency, and some other criteria of effectivity" (Darmawan et al., 2020).
- f) According to De Clercq et al. (2021) Handoko: "Performance is a process in which the organization evaluates or assesses employee performance". Employee performance can be influenced by two main factors, namely individual factors and organizational factors.

Based on some of these definitions, it can be concluded that performance is the result of the efforts of a person or group of people in their work effectively and efficiently both in terms of quantity and quality according to applicable rules in order to achieve organizational goals. Thus, it is necessary to have performance management to achieve organizational goals.

The factors that affect individual performance according to Hersey & Blanchard (2009) are the ability factor and motivation factor which can be formulated as follows:

$$\text{Human Performance} = \text{Ability} + \text{Motivation}$$

Motivation = Attitude + Situation

Ability = Knowledge + Skill

a) Ability factor

Psychologically, the employee's ability consists of intellectual potential (IQ) and reality ability (knowledge + skill). Employees who have an above-average IQ (IQ: 110-120) with adequate education for their position and are skilled in doing daily work will have an easier time in achieving the expected performance. Therefore, employees need to be placed in jobs that match their expertise (the right man in the right place, the right man on the right job).

b) Motivation Factor

Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that moves employees who are directed to achieve the goals of the company/organization. Mental attitude is a mental condition that encourages employees to try to achieve maximum performance.

Meanwhile, according to (Iis et al., 2022), the factors that determine team performance consist of internal factors and external factors.

a) Internal factors are factors related to individual characteristics, for example, individual performance is good because an individual could be a hardworking type and has high ability while an individual performance is poor because an individual has low ability and does not put effort to improve their abilities.

b) External factors are factors that affect individual performance and group performance originating from the environment such as behavior, attitudes, and actions of co-workers, subordinates or leaders, work facilities and organizational climate, as well as formal and informal relationships with company suppliers.

From some of the opinions of these experts, it can be concluded that the determinants of employee performance are the internal factors of the individual concerned and the internal and external factors of the organization.

The aims of this study are: (1) to examine the influence of the supplier's role on the performance of the new product development team at Maspion Ltd. Corp. (Tbk) - Sidoarjo; (2) to examine the effect of team quality on the performance of the new product development team at Maspion Ltd. Corp. (Tbk) – Sidoarjo; and (3) examine the moderating effect of corporate culture through the influence of team quality on the performance of the new product development team at Maspion Ltd. Corp. (Tbk) – Sidoarjo.

HYPOTHESIS

Given the basic theories as developed by Prayetno & Ali (2020); which state that the role of external parties of the company (supplier role) will influence a person's behavior and habits to try to be better in terms of performance and act according to the plan made. The provision of information with benefits and functions of resources from external parties will affect the quality of the work of the relevant working groups; so

:(a) Hypothesis-1: the role of suppliers has a significant effect on the performance of the new product development team at Maspion Ltd Corp. (Tbk) - Sidoarjo.

Given the basic theories as developed by Campbell (2002); which state that relationships with external parties of the company will affect a person's behavior and habits to behave and improve the quality of individuals or work groups; so :

(b) Hypothesis-2: the role of suppliers has a significant effect on the quality of the new product development team at Maspion Ltd Corp. (Tbk) - Sidoarjo.

Given the basic theories as developed by Davis (2001); which state that awareness of belief in company norms related to the need to maintain the quality of group work will strengthen the influence of the supplier's role on the quality of work on the inside of the company; so :

(c) Hypothesis-3: corporate culture will strengthen the influence of the supplier's role on the quality of the new product development team at Maspion Ltd Corp. (Tbk) - Sidoarjo.

METHODS

Type of Research

This research is an explanatory research that tries to explain the influence of the supplier's role on the performance of the new product development team, the influence of the supplier's role on the quality of the new product development team, and how corporate culture moderates the influence of the supplier's role on the quality of the new product development team by considering the team's performance in determining the company's existence in the household electronic equipment market.

Population and Samples

The method used is a survey through the distribution of questionnaires to obtain data from respondents. The population is all members of the product development team of Maspion Ltd. Corp. (Tbk) Units I, II, III, and IV in Sidoarjo and Surabaya with as many as 78 expert teams. The data was collected from August to November 2022 through a distributed questionnaire. These eighty-seven experts were then selected to be the sample of respondents provided that these experts were not currently holding manager-level positions. The number of samples of 78 people did not have sufficient observations for the research model whereas for SEM analysis it was required that the number of observation samples ranged from 100 – 200 (Hair et al., 2008). For this reason, in the computational process of estimating structural coefficients, 50 observations were made with the bootstrapping technique so that the total sample becomes $78 + 50 = 128$ observations.

Variables

The exogenous variable is the role of the supplier, the intervening variable is the quality of the new product development team, the endogenous variable is the performance of the new product development team, and the moderator variable is corporate culture. The operational definition of a variable is:

(1) Role of Supplier, PS (X1)

The role of the supplier is in providing information on alternative raw materials, provide facilities for the use of functional resources, and provide information about new technologies that can be used by the new product development team in order to create new

product ideas to win the competition, including the ease of payment for purchases of raw materials. The measurement indicators are:

- (a) Provision of information about alternative raw materials that can be used to create new products (X11).
 - (b) Provision of information regarding efficient production processes for new products (X12).
 - (c) Provision of information related to the development of process technology as well as possible changes to all consumers (X13).
 - (d) The supplier provides convenience in the payment system for the purchase of alternative raw materials (X14).
 - (e) There is a formal contract with the supplier to ensure the fulfillment of raw material needs for the company in the long term (X15).
- (2) Team Quality, KT (Z1)
- Team Quality is a spirit that encourages the team to create new product ideas which can later be produced to win the competition with similar companies. The indicators used to measure the team's internal quality variables include:
- (a) There is effective communication between team members and between team members and suppliers (Z11).
 - (b) There is work coordination among team members in the process of formulating innovative ideas (Z12).
 - (c) There is an immediate and timely resolution of conflicts between team members (Z13).
 - (d) The existence of creative problem-solving in completing the work (Z14).
 - (e) Always implement team decisions effectively (Z15).
- (3) Corporate Culture, BP (Z2)
- Corporate culture is the shared beliefs, values, beliefs, and norms that characterize the company and are followed by all team members and other employees. In accordance with the vision of PT Maspion (Tbk) – Sidoarjo, namely: always to be a leading company in the field of producing electronic equipment for households. The indicators used to measure the corporate culture variables are:
- (a) There is a high commitment to each team member to realize the company's vision (Z21).
 - (b) The existence of management policies that support the company's vision (Z22).
 - (c) The applied management policy can be considered realistic for the new product development process (Z23).
- (4) Team Performance, KNT (Y)
- The performance of the work team is ascertained by gauging the new product development team from the aspect of the product produced and the production process by using technology that can cut the company's operational costs. The indicators used to measure the team's performance variables are:
- (a) The new products produced can increase the company's overall sales (Y1).
 - (b) The new products produced by the new product development team are proven to have advantages over old products and competing products (Y2).
 - (c) The use of new technology in the production process is appropriate for the quality of the new products produced (Y3).
 - (d) The number of new product lines developed is quite significant (Y4).
 - (e) The selling price of new products is very profitable for the company because at a more affordable price, it can increase its sales volume (Y5).

The questionnaire was designed according to the details of the indicators (a total of 18 items).

Conceptual Framework

The research concept:

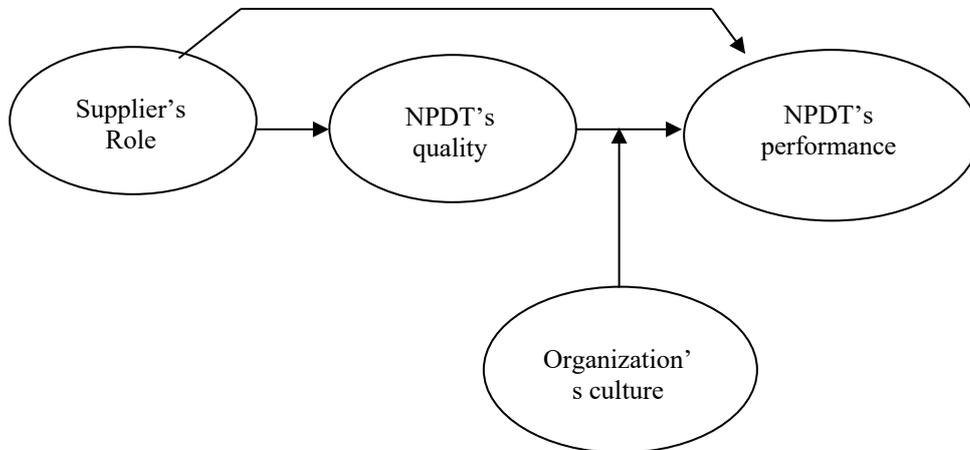


Figure 1. Conceptual Framework of the Research

Description:

The supplier's role (X1) was estimated to affect the performance of the new product development team (Y) indirectly through its quality (Z1), and the organization's culture (Z2) was estimated to have a moderating effect on the effect of the quality of the new product development team on its performance. Organizational culture in this study is a pure moderating variable which means it does not have a direct effect on performance.

Data Analysis Technique

The analytical technique used is the structural equation model (SEM) with exogenous variables: the role of suppliers; intervening variables: quality of the new product development team; endogenous variables: team performance; and the moderator variable: a culture that is thought to strengthen the influence of the supplier's role on team quality.

RESULTS AND DISCUSSION

RESULTS

The response from the members of the new product development team is distributed by the experience of work and education level, summarized as follows:

Table 1. Results of Descriptive Analysis of the Respondents

	Female		Male	
Education	S1	S2	S1	S2
	4	8	12	92

Work Experience	< 5 years	5 – 10 years	< 5 years	5 – 10 years
	4	8	12	54
Total	12		66	

Source: Observation Results at the Research object studied, 2022.

Male respondents were dominant compared to female respondents (85.00%). The respondent's length of service between 5-10 years is the dominant length of service (82.00%).

The data analysis technique used to test the hypothesis is a structural equation model (SEM) involving moderating variables using the AMOS Version 22.00 program application. The settlement scenario is through three stages of analysis, namely: (1) SEM analysis without involving moderating variables which is corporate culture and if the structural coefficients prove significant; (2) SEM analysis where moderating variables are involved and if the structural coefficients remain significant; (3) Comparing changes in structural coefficients. If there is an increase in the value of the structural coefficient, it can be stated that the moderating variable is involved in scenario-2 which strengthens the effect of exogenous variables on intervening variables and endogenous variables. If there is a decrease in the value of the structural coefficient, it can be stated that the moderating variable weakens the influence of the supplier's role on the quality and performance of the new product development team.

The results of the validity and reliability tests are indicated by measurement of the latent construct variables which can be shown in the following table (provided that all indicators have good validity if the SLF or standardized loading factor > 0.60 and significant at significance probability = 5, 00%).

Table 2. Validity Test Result of Variable Measurement Indicators

Variable	Indicators	SLF	Probability	Status
X1	X ₁₁	0,676	0,0332	Valid
	X ₁₂	0,670	0,0314	Valid
	X ₁₃	0,760	0,0421	Valid
	X ₁₄	0,670	0,0316	Valid
	X ₁₅	0,671	0,0322	Valid
Z1	Z ₁₁	0,678	0,0332	Valid
	Z ₁₂	0,670	0,0415	Valid
	Z ₁₃	0,763	0,0312	Valid
	Z ₁₄	0,672	0,0326	Valid
	Z ₁₅	0,769	0,0341	Valid
Y	Y ₁	0,672	0,0222	Valid
	Y ₂	0,674	0,0212	Valid
	Y ₃	0,672	0,0129	Valid
	Y ₄	0,765	0,0215	Valid
	Y ₅	0,733	0,0330	Valid

Source: AMOS Printout, 2022.

The results of the reliability test showed that all indicators in the scenario-1 model meet the reliable criteria in measuring the construct variables (construct's reliability or CR > 0.70 and variance extracted or VE > 0.50).

Table 3. Reliability Test Result of Variable Measurement Indicators

Variable	Indicators	CR	VE	Status
X₁	X ₁₁	0.705	0.543	Reliable
	X ₁₂	0.723	0.564	Reliable
	X ₁₃	0.746	0.585	Reliable
	X ₁₄	0.724	0.548	Reliable
	X ₁₅	0.724	0.576	Reliable
Z₁	X ₁₁	0.732	0.771	Reliable
	X ₁₂	0.714	0.759	Reliable
	X ₁₃	0.704	0.568	Reliable
	X ₁₄	0.742	0.592	Reliable
	X ₁₅	0.703	0.650	Reliable
Y	Y ₁	0.756	0.650	Reliable
	Y ₂	0.706	0.550	Reliable
	Y ₃	0.716	0.765	Reliable
	Y ₄	0.707	0.558	Reliable
	Y ₅	0.718	0.667	Reliable

Source: AMOS Printout, 2022.

Structural coefficient estimates between research variables are:

Table 4. Estimation of SLF and Its Significance at $\alpha = 5.00\%$

			LF	SE	CR	Prob.	Description
Team Quality (Z ₁)	←	Supplier role (X ₁)	0.3434	0.1021	3.363	0.0351	Positively Significant
Team Performance (Y)	←	Team Quality (Z ₁)	0.2425	0.1204	2.014	0.0342	Positively Significant

Source: AMOS Printout, 2022.

The explicit moderation model can be described in full as follows:

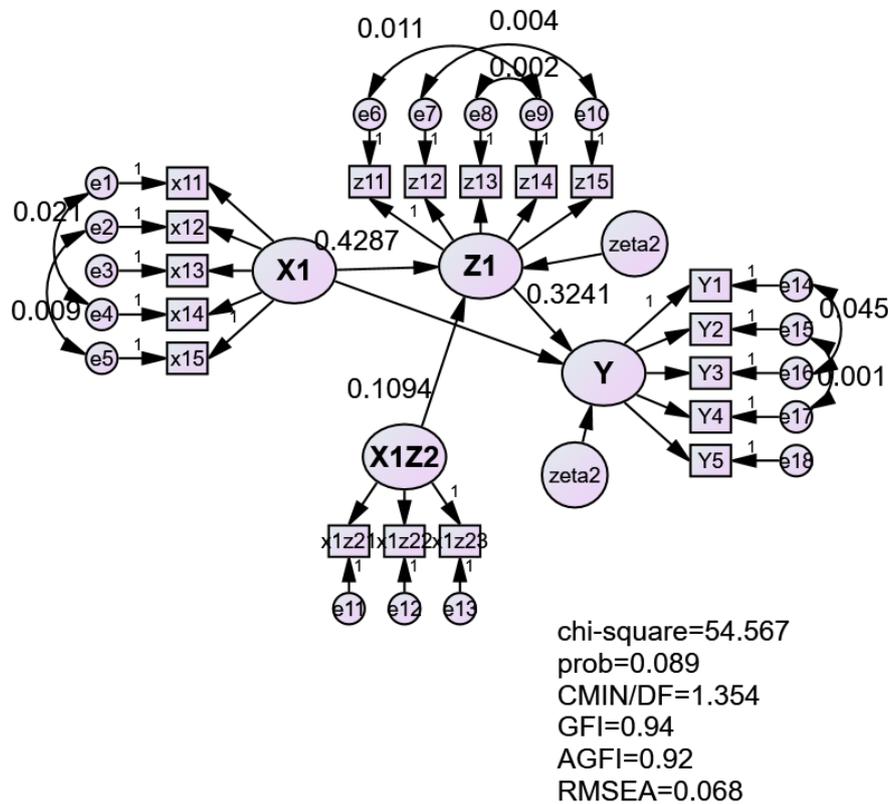


Figure 2. The Explicit Moderating Model
 Source: Printout Amos,2022.

The model suitability measure (GOF) indicates that all criteria have been met: chi-square = 54,567 is a relatively small value, the probability of chi-square = 0.089 > 0.05; CMIN/DF = 1.354 < 2.00; GFI = 0.94 > 0.90; AGFI = 0.92 > 0.90; and RMSEA = 0.068 < 0.08. Thus, the resulting moderation model is fairly good.

DISCUSSIONS

Changes in the structural coefficients in the scenario-2 model can be explained as follows:

- (1) The role of the supplier (PS) has a direct and significant positive effect on the quality of the product development team (KT). This finding is in accordance with the theory developed by Robert and John (2001) and is amplified by the moderating influence of corporate culture (BP). There is an increase in the value of the PS structural coefficient which in the scenario-1 model is = +0.3434 to +0.4287. The increase in the value of the structural coefficient was caused by the strengthening of the influence contributed by the moderating influence of corporate culture (BP). This can be interpreted that the role of the supplier becomes more pronounced as it influences the quality of the new product development team supported by the company culture. The commitment of team members and managers responsible for new product development supports the influence of the supplier's role on the quality of the team. Team members become more flexible in

utilizing the information provided by suppliers in the process of developing new products or product lines. With that discretion, the team produces better performance where they can produce new products that are more affordable because the selling prices are more in line with the increase in product functionality.

- (2) The effect of team quality (KT) on team performance (KNT) in scenario-2 also increases. Structural coefficient of KT in scenario-1 model = +0.2425 to +0.3241. This can be interpreted as follows: the effect of increasing the influence of the role of the supplier (PS) on team quality (KT) also increases the influence of KT on team performance. This finding supports the research of Robert and John (2001) which states that the better the quality of the team as a whole, the better the team's performance will be. As we all know, the quality of a team's work increases which indicates that there is an improvement in work coordination. A synergistic complementarity process occurs and this results in better work results.
- (3) the research findings summarize that corporate culture (BP) is a determining factor that needs to be emphasized again so that it can be followed by all employees of Maspion Ltd. Corp. (Tbk) - Sidoarjo (not only by the new product development team members) so the company is guaranteed to win the market through new product innovations that can occupy a leading position compared to similar products from competing companies. Efforts to increase understanding of corporate culture must be a core belief for all employees of Maspion Ltd. Corp. (Tbk), be it administrative employees, employees in the production department, or employees in the marketing department.
- (4) The theoretical implication is that corporate culture is an inner situation that is abstract and invisible even though it is believed by all employees. In the structural equation model that will be developed by other researchers, the relationship with performance should be emphasized as a determination variable or an exogenous variable for performance. In other words, corporate culture is an exogenous variable that can be regulated and controlled by the company's leadership and can even be more internalized than just a convention.
- (5) The practical implications are considering that corporate culture has proven to be an important factor that supports the harmonization of supplier relations with the quality of the new product development team and team performance, the authorized leadership in each department must design a revised operational standard that supports an increase in understanding of corporate culture. In other words, The revised SOP must be realistic and provides definite benefits to all employees in accordance with the development and dynamics of consumer tastes

CONCLUSION

Corporate culture and the role of suppliers are able to improve the quality of the new product development team and the team's performance in producing new products or product lines that are more marketable. Corporate culture is a convention that can be manifested in the improvement of SOPs and has formal and ethically binding consequences for all employees.

SUGGESTIONS

Improving the quality of the new product development team at Maspion Ltd. Corp (Tbk) – Sidoarjo can be started by increasing the understanding of all employees through internalization efforts. Efforts can be made by (a) improving the quality of formal communication between leaders and subordinates, (b) improving the quality of formal communication between fellow

employees, (c) revising the SOP by each authorized leader in the division so that there is conformity with the SOP of the company's vision, and (d) improving the bonus payment system for all operational employees which is proven to support the company's vision according to a better SOP.

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