

SUPPLY CHAIN PERFORMANCE: THE STUDY ON BAMBOO CRAFT SME IN SPECIAL REGION OF YOGYAKARTA

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SUPPLY CHAIN PERFORMANCE: THE STUDY ON BAMBOO CRAFT SME IN SPECIAL REGION OF YOGYAKARTA

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Abstract

The aim of this study is to examine the relationship between variable commitment, consumer relationship (cr), trust, Supply Chain Integration (SCI) and Supply Chain Performance (SCP) in a model. This study has 280 respondents from suppliers, and 280 respondents from SME managers. The sampling technique uses census. This study uses the setting of bamboo craft in Special Region of Yogyakarta (DIY). Data analysis technique uses a two-step approach to SEM. The results show that the SCP model proposed in this study could be accepted and indicated by the Goodness of fit index value which mostly shows good results. There is an effect of commitment and trust on SCI and the effect of SCI on SCP. On the other hand, the effect of cr on sci is not significant.

Keywords: Commitment, cr, trust, sci and scp.

1. INTRODUCTION

State revenue is a reflection of the economic performance that has been achieved by the government. Hard efforts to continue improve this performance will be a report of the government's success. One of the efforts made by the government is increasing its export, because export is one of the driving factors to increase state revenue or economic growth (Bong et al., 2015). Special Region of Yogyakarta (DIY) is one of the provinces in Indonesia that has become a contributor to national export, especially handicraft export which made from bamboo, silver, wood, paper, leather, clay, and natural stones. The export growth of Special Region of Yogyakarta (DIY) in 2013 was 4.223 billion IDR, became 5.465 billion IDR in 2014, raised to 6.266 billion IDR in 2015, and raised again to 6.495 billion IDR in 2016.

Bamboo craft is one of the important handicraft export products from Special Region of Yogyakarta (DIY). In 2016, it produced an export value of 1.04 million US \$ (0.42% Special Region of Yogyakarta (DIY) Export), followed by clay craft exports of 0.89 million US \$ (0.36%), silver craft of 0.69 million US \$ (0.27%), and the lowest was leather craft export of 0.01 million US \$ (0.001%). Nevertheless, the export value of bamboo crafts is still below the export value of wooden craft export (in 2016 is 7.15 million US \$ (2.87%)), paper craft of 4.81 million US \$ (1.94%), or stone craft of 3.97 million US \$ (1.60%) (Statistic of Special Region of Yogyakarta, 2017). Therefore, increasing the export value of bamboo craft has become one of the policies of the Special Region of Yogyakarta (DIY) provincial government to further increase its contribution to national export or the PDRB of Special Region of Yogyakarta.

The improvements of the bamboo craft industry's management will continue to be done so that the productivity of bamboo craft can be improved. Adequate supply of raw materials and efficient production will greatly assist in improving production management and sales in the form of bamboo craft export to the consumer. Through this research, the study of Supply Chain Integration and Supply Chain Performance in the bamboo craft industry in the Special Region of Yogyakarta (DIY) is very important to do.

A new era of supply chain development has transformed supply chain management to be more reactive or proactive. Christopher and Holweg (2011) states that when turbulence in the supply chain happens, two main supply chain strategies that can be used to overcome this are changes in the events that cause deviations in status quo and reactive or proactive strategies. Each of these strategies is proven to reduce vulnerability (Wieland and Wallenburg, 2012). At this time, there will be a delay to adjust the company's operations (Feitzinger and Lee, 1997; Sugandini et al., 2018). Information flow is needed by all supply chain members. At this level, key management process within and between supply chains must be clearly defined. The business and collaborative goals must also be clear. Beside that, Interdependence, commitment, and trust between the members of the supply chain are needed at this level. Long-term relationships between members of the supply chain should be set. The high relationship of trust in the supply chain, supply chain integration, and customer relationship (CR) results in motivation for open

communication and willingness to take risks among partner companies in buyer-supplier relationships. Thus, there will be inter-function coordination, collaboration and cooperation among all chain members which will ultimately improve the company's performance. This study aims to examine the supply chain performance (SCP) model that explores supply chain integration (SCI), commitment, customer relationship (CR) and trust relationships.

Research on SCP is important to study because there are inconsistent findings from the relationship between SCI and SPC (Devaraj et al., 2007; Germain and Iyer, 2006; Das et al., 2006; Stank et al., 2001). This study emphasizes on re-examining how SCI affects SCM. In addition, this study is also important because in the supply chain literature, the performance of the supply chain is still not well defined. Srinivasan et al. (2011) defines supply chain performance for a company as the performance of various processes included in the company's supply chain function. Some indicators used to assess SCP are maximization of sales and profit (Hammel and Laura, 1993; Christopher and Holweg, 2011), buyer-supplier relationship maximization (Christy and Grout, 1994), customer satisfaction (Christopher and Holweg, 2011), efficiency inventory costs, the amount of on time delivery, product availability and customer response time (Lee and Billington, 1993; Beamon, 1999). This study seeks to strengthen the justification of SCP size that is right for SMEs, so that it can be used as a basis for further research on SCP.

Contributions that can be given in this study are:

- a. This study shows that SCP indicators or measures that could be appropriate for SMEs are cost efficiency, coordination between departments, coordination with suppliers, coordination with customers and customer satisfaction.
- b. This study uses respondents in pairs between suppliers and managers of SMEs. It is expected that by pair them, the data result is more comprehensive. This study is different from previous studies that only measure SCP from the side of the company manager (Rajaguru and Matanda, 2012; Özalp et al., 2011; Sundram et al., 2016)
- c. The results of this study can show that CR does not affect SCI. In the case of SMEs, it has not yet been discovered how SMEs can connect between suppliers and their customers. The SMEs which being analyzed are SMEs who have small business scale, so they do not have technological innovations that can connect suppliers-SMEs-consumers. The results of this study differ from previous studies which show that CR is able to affect SCI (Goswami, Engel and Krcmar, 2012); Vickery et al., 2003; Rajaguru and Matanda, 2012; Sundram et al., 2016)

2. LITERATURE REVIEW

2.1. Commitment and SCI

Commitment is a belief between related parties who want a continuous relationship, and is considered important in order to maintain the relationship. The company's commitment is at the core of the supply chain. Commitment can be obtained by making customers a top priority, long term, and based on mutually beneficial relationships (Morgan and Hunt, 1994; Ndubisi, 2007).

H1: Commitment affects Supply Chain Integration

2.2. Customer relationship and Supply Chain Integration

Gronroos (2006), in the context of relationship marketing, states that maintaining and building mutually beneficial relationships with customers is an important thing that needs to be understood in keeping customers loyal. Li et al., (2006) state that customer relations is the whole of practices used for the purpose of managing customer complaints, building long-term relationships with customers, and increasing customer satisfaction (Rajaguru and Matanda, 2012). Customer relationships consist of a whole set of practices used for the purpose of managing customer complaints, building long-term relationships with customers, and increasing customer satisfaction (Claycomb, Droge and Germain, 1999; Tan et al., 1998). Vickery et al. (2003) emphasize the importance of building close customer relationships as a key supply chain integration practice to enable organizations to respond more quickly to customers. Goswami, Engel and Krcmar, (2012) state that good relation with supply chain members, including customers, is needed for the successful implementation of the SCM program.

H2: Customer relationship affects SCI

2.3. Trust and SCI

Morgan and Hunt (1994) define trust as entrusting someone or something to safeguard their interests. Companies need to create more stable conditions, predict each other's behavior easily so that consumers become reluctant to change product providers. Bennet and Gabriel (2001; 2003) state that in the business world, buyer-seller trust helps in determining indicators related to performance such as range of information exchange, problems solving together,

satisfaction with the results of activities that have been conducted and greater motivation in the implementation of decision outcomes. The existence of trust will create a sense of security and credibility and reduce the perception of risk in exchange (Selnes, 1993; Bennet and Gabriel, 2003; Sugandini et al, 2017). Trust is very important in every relationship, and will affect the level of integration in supply chain collaboration. Özalp et al. (2011) state that trust increases supply chain integration and collaboration. However, trust, an important concept for positive company performance and collaboration-integration, is not an easy task. Trust is the relationship between individuals and organizations, and it changes over time influenced by the integration of supplier and company behavior (Mayer, Davis and Schoorman, 1995)

H3: Trust affects supply chain integration

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2.4. Supply Chain Integration (SCI) and Supply Chain Performance (SCP).

Supply chain is a business process and information that provide products and services from suppliers through the process of making and distributing to consumers (Schroender, 2007). Supply chain is a network of companies that are integrated and work together to create and deliver a product to customers. SCP is defined as a systematic process for measuring the effectiveness and efficiency of supply chain operations (Anand and Grover, 2015; Sundram et al., 2016). SCP measurement also promotes collaborative integration among members of the supply chain (Garengo and Bititci, 2007). An effective SCP measurement process is very important to ensure continuous improvement in the supply chain process, and the biggest challenges associated with SCP measurement relate to people who manage SCP success measurements, not their individual relationships in the chain. SCI is defined as the extent to which all activities in an organization and activities of suppliers, customers and other supply chain members are integrated (Flynn et al., 2010; Narasimhan and Kim, 2002; Rai et al., 2006; Stonebraker and Liao, 2006; Sundram et al., 2016). SCI connects companies with customers, suppliers and other channel members by integrating their relationships, activities, functions, processes and locations (Kim and Narasimhan, 2002; Naslund and Hulthen, 2012; Sundram et al., 2016). SCI has two stages: internal integration between functions and external integration with trading partners. Internal integration establishes a close relationship between functions such as shipping and inventory or purchasing and managing raw materials (Trkman and Groznik, 2015; Sundram et al., 2016). While external integration has two directions: forward integration for physical delivery flow between suppliers, producers and customers and coordination of information technology and data flows from customers, manufacturers, to suppliers (Frohlich and Westbrook, 2001; Schoenherr and Swink, 2012; Sundram et al., 2016).

H4: Supply Chain Integration affects Supply Chain Performance

3. RESEARCH METHOD

This study uses a questionnaire survey which is distributed to 560 respondents. The sample is paired between the SME manager and the supplier which consists of 280 respondents are procurement staff (including executives) in bamboo crafts SMEs and 280 respondents are suppliers of each bamboo SMEs. This study uses census samples. Eighteen items are assessed using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), indicating a good level of validity and reliability. Measurement items are modified to fit the bamboo craft context. This study adopts the CR instrument recommended by Rajaguru and Matanda (2012) and Tan and Trang (2017). Commitment is adopted from Morgan and Hunt, (1994). Trusts from Terawatanavong, Whitwell and Widing (2007). SCI is recommended by Sundram et al., (2016) and SCP is adapted from Anand and Grover (2015). Data analysis uses a two step approach to SEM.

4. RESULT

4.1. Description of respondents

The description of respondents is based on how long the SMEs run their business and the amount of labor they have. SMEs that have been operating for 8-12 years is 61.5%, 13-17 years is 18%, and 18-22 years is 20.5%. The number of workers 2-4 persons is 33.3%, 5-7 persons is 42.2%, and 8-10 persons is 20.5%. Descriptions of respondents from suppliers based on the length of time being a supplier in SMEs. 62% have partnered 1-3 years, 28% have partnered 4-5 years, 5% have partnered 7-9 years, and 5% have been partnered > 9 years.

4.2. Data Analysis Results

The data analysis result shows that the SCP model which is affected by SCI, commitment, trust and CR can be accepted, with the value of GFI = 0.90; AGFI = 0.95; TLI = 0.975; CFI = 0.910; RMSEA = 0.057; p-ratio 0.00 and Cmin / DF = 7.96. The structural model can be seen in figure 1. The results of hypothesis test show that not all variables are significant. CR has no effect on SCI. Commitment has a positive effect on SCI of 66.0%, trust has an effect on SCI of 26.8% and SCI has a positive effect on SCP of 14.3%.

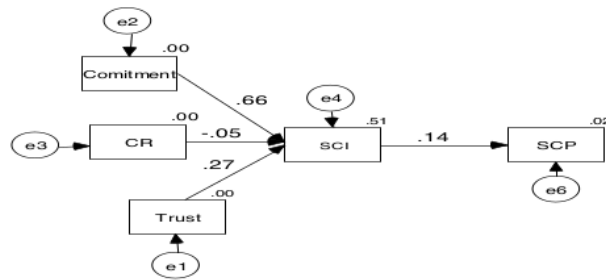


Figure 1: Model Structural SCP

5. DISCUSSION

The results of this study indicate that the trust perceived by suppliers can improve supply chain integration as expected. The results of data analysis show that the effect of trust on SCI is significant. This means that the higher the trust, the better the SCI will be. The results of this study support the research of Bennet and Gabriel, 2001 which state that company need to create more stable conditions, predict each other's behavior easily so that consumers become reluctant to change product providers. The results of the study also support Bennet and Gabriel, (2003) which say that trust will create a sense of security and credibility and reduce partner perceptions of exchange risk. The trust given by bamboo SMEs to its partners includes promises to maintain the success of the partner business, give positive promises to partners, think about supplier welfare, trust that SMEs continue to have good intentions with suppliers, so the partners feel there is no need to be careful with SMEs. A trust from its suppliers will impact on the ease of managing information systems, marketing participation and expansion of the supply chain with its suppliers.

The effect of the company's commitment to SCI shows good results, meaning that the higher the supplier's commitment, the better the SCI will be. The results of this study also support research conducted by Morgan and Hunt, 1994; Ndubisi, 2007 which state that corporate commitment can be aimed at continuously learning to provide customer needs and service quality so it will increase customer satisfaction, which in turn will bring the company to the creation of close relationships with its customers. Commitments given by bamboo SMEs are, among others, a commitment not to seek other partners, a commitment to keep doing business regularly and the commitment of SMEs to solve the problems of its partners. This commitment is able to facilitate SMEs in expanding their customer networks and supply chains.

CR has no significant impact on SCI because most consumers do not have technological innovations that can be a link between the flow of information from consumers to suppliers. The information obtained from consumers can only be conveyed to SMEs, and the SMEs will continue to the supplier. This is where the interference emerge which means that the information provided by consumers is sometimes not conveyed well by the supplier. Therefore, to integrate the consumer chain from the consumer side becomes difficult. The results of this study cannot support the findings of research conducted by Claycomb, Droge and Germain, (1999); Tan and Trang (2017) and Vickery et al. (2003).

The effect of SCI on SCP is positive. This shows that the better integration made by SMEs towards suppliers and customers is able to improve the performance of its supply chain. Bamboo SMEs show that the better communication links with suppliers and the wider the supply chain, have an impact on accuracy in determining costs, facilitating coordination between departments and with suppliers and increasing sales. The results of this study support the findings of research conducted by Garengo and Bitici, 2007; Naslund and Hulthen, 2012; Anand and Grover, 2015; Sundram et al., 2016

6. Limitation and Future Research Directions

The results of this study indicate that the SCP model that is constructed with variable Trust, CR, commitment and SCI relationships can be accepted, it can be seen in the findings of CR which have no effect on SCI. In general, the Fit test model is accepted. This means that this model deserves to be applied for further research. This study has several limitations: (1) The government can use the study's results as a guideline for coaching patterns for the handicraft industry, especially handicrafts for export purposes, so it will increase productivity and export value. Increasing the exports value will greatly determine the government's performance, especially in revenue indicators

or economic growth.(2) The setting of this study only Bamboo craft SMEs, to increase the generalization of the study, research should be conduct in other creative industries, such as wood crafts, weaving crafts, leather crafts, batik crafts and other crafts that can still be explored in Yogyakarta. (3) Study locationis only in DIY, for future research,it is better to expand by comparing SMEs in urban areas and / or large companies in an industry, so they can compare how supply chain is implemented to SMEs and large companies. (4) this study only explores the variables of trust, CR, commitment and SCI in relation to SCP.The further research can review the effect of CR on SCI which in this study had no significant effect on SCP.In addition, further research can add variables Innovativeness, Risk taking propensity, Competitive aggressiveness, Employee empowerment, Proactiveness, Perceived pressure from external social networks, Perceived pressure from consumers and community (Namagembe, Sridharan and Ryan, 2016). Other variables that can be considered to predict SCP are Information Availability, Communications and Rewards (Defee, Stank and Esper (2010). (4) Respondents in this study are only suppliers and managers of SMEs, it is recommended to use additional respondents from consumers, because the basis of supply chain management philosophy is the integration of information from suppliers, managers and consumers, so that they can produce more comprehensive research findings.

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