

# Effect Of Strategic Flexibility and Manufacturing Flexibility on Firm Performance With Supply Chain Agility as A Mediation Variable,

*by* Tri Wahyuningsih

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DIGITALISASI BISNIS SETELAH PANDEMI  
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## EFFECT OF STRATEGIC FLEXIBILITY AND MANUFACTURING FLEXIBILITY ON FIRM PERFORMANCE WITH SUPPLY CHAIN AGILITY AS A MEDIATION VARIABLE

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### Abstract

**Purpose** – The purposes of this research are to determine the effect of Strategic Flexibility and Manufacturing Flexibility with supply chain agility as a mediation variable in the SMEs production of Embroidery Kawalu, Tasikmalaya.

**Design/methodology/approach** – The type of this research is observatory research, with a quantitative method approach. The data collection method used is a questionnaire. The size of the samples is 63 small and medium enterprises embroidery. The sampling technique used purposive sampling. The data analysis techniques used in this research are path analysis and bootstrapping. The analytical tool used in this study is Statistical Product and Service Solutions (SPSS) for Windows 22 and SMART PLS 3.2.9 software to analyze hypotheses.

**Findings** – The results of this research show that strategic flexibility has a significant positive effect on supply chain agility, manufacturing flexibility has a significant positive effect on supply chain agility, supply chain agility has a significant positive effect on firm performance. There is a significant effect of supply chain agility as the mediation of strategic flexibility and manufacturing flexibility. The result of this research demonstrated there is an effect on each other variables.

**Research limitations/implications** – You can do additional research by trying to apply variables in research in other areas of the industry. This research doesn't show simultaneous effects, there are strategic flexibility, manufacturing flexibility, and supply chain agility on firm performance, so to show simultaneous effects, it is necessary to do more research in the future.

**Practical implications** – The manufacturing flexibility variable has a large influence on firm performance, and the data collected is only from the perspective SMEs production of embroidery.

**Originality/value** – SMEs rely on their suppliers and raw materials.

**Keywords:** strategic flexibility, manufacturing flexibility, supply chain agility, and firm performance.

## 1. Introduction

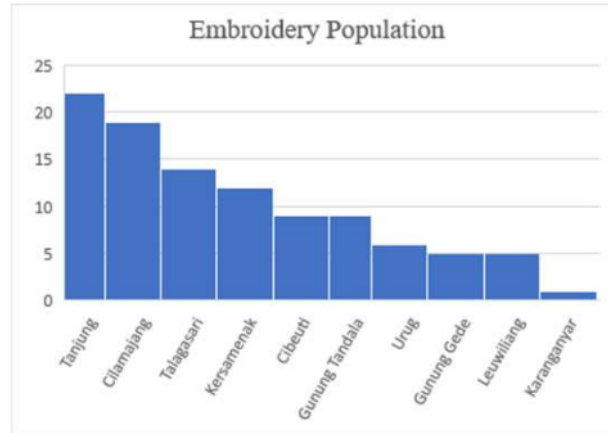
*In this growing era, companies around the world are faced with tough business competition. Intense competition accompanied by uncertain and unstable conditions makes business people have to work hard to bring out their best performance. In creating a competitive advantage, one alternative that can be used is to implement optimal supply chain management. Supply chain management is one of the most effective ways for companies to increase their competitive advantage. Supply chain performance and effective supply chain management are important factors for companies in gaining a competitive advantage (Chan, 2016).*

*Fashion items are unique consumer products characterized by short life cycles, high demand volatility, low predictability of sales, and impulse buying. Fashion products are designed to capture the momentary mood of the present, because they may be sold only for a very short period, perhaps months or even weeks (Christopher & Peck, 1997). According to Ciarniene & Vienazindiene (2014), the solution to a fundamental problem in the fashion industry lies in the responsiveness of the supply chain. Increasing supply chain responsiveness in the fashion industry can be done by introducing the following concepts, techniques, and strategies: Lean manufacturing, Just-in-time, Supply chain agility, and Quick response.*

*Micro, Small, and Medium Enterprises (MSMEs) are currently one of the business fields that support the Indonesian economy. MSMEs have proven to be able to survive the economic crisis that occurred several years ago. MSMEs in developing countries, such as Indonesia is often associated with economic and social problems such as high levels of poverty, large numbers of unemployed, and uneven development processes between urban and rural areas. Micro, Small, and Medium Enterprises (MSMEs) are currently one of the business fields that support the Indonesian economy. The development of MSMEs is expected to make a significant positive contribution to efforts to overcome these problems and the development of MSMEs is also expected to reduce the number of unemployed in Indonesia by creating new jobs.*

*The development of MSMEs which is quite high at this time cannot be separated from problems, especially problems with capital. This problem is because most MSMEs are family businesses that have been passed down from generation to generation, so the capital they have is not too large. Likewise with MSMEs in the City of Tasikmalaya. According to data from the Tasikmalaya City government, the number of leading MSMEs in 2017 was 3,599 units consisting of embroidery businesses, bamboo crafts, mendong crafts, footwear, furniture, batik, geulis umbrellas, and food. Among these types of SMEs, the most developed is the embroidery business. The researcher further analyzes the strategic flexibility related to resources, namely material handling which is still less flexible. The existence of these problems is related to the number of products produced by the Embroidery SMEs, Kawalu, Tasikmalaya.*

Fig. 1. Embroidery Population



Source: Association of Embroidery Entrepreneurs in Kawalu, Tasikmalaya, 2020

## 2. Literature and Hypotheses

Supply chain agility, strategic flexibility, manufacturing flexibility, and firm performance

### Supply Chain Agility

According to Chan et al., (2016), supply chain agility is the company's ability internally and externally, about major suppliers and customers to adapt and respond quickly to market changes as well as existing potential and problems. Supply chain agility can be achieved by synergizing various forms of flexibility from all parties in the supply chain, thereby empowering each member to respond more effectively to highly volatile markets.

This agility comes from four sources: organization, technology, people, and innovation. This framework treats the four agility abilities as parallel. According to Degroote and Marx (2013), agility is an advantage in providing value to customers, dealing with change easily, valuing human knowledge and skills, and forming virtual partnerships. The level of agility of a company's supply chain indicates the strength of the interface between the company and its market.

Supply chain agility can be achieved through the synergies of different forms of flexibility from all parties in the supply chain ( Agarwal, Shankar, & Mandal, 2006a ), thus empowering each member firm to respond more effectively to a highly volatile marketplace. Because supply chain agility represents an outcome or externally focused concept, it is thus asserted by Swafford, Ghosh, and Murthy (2006) as a capability, rather than competency. In sum, it addresses the rapidity of a firm in response to the key supply chain outcome measures, such as the reduction of manufacturing lead-times, the increase of new product introductions, and the

*improved level of customer service; although the question of how effective these measures can be achieved remains.*

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### **Strategic Flexibility**

*Strategic flexibility is the firm's ability to adapt its strategic decisions in response to internal or external changes (Aaker & Mascarenhas, 1984; Matthyssens, Pauwels, & Vandenbempta, 2005). Strategic flexibility also involves building the ability to react to changing market conditions, which typically invest in a diversity of resources and have a variety of strategic options (Bowman & Hurry, 1993).*

*Strategic flexibility refers to the company's ability to change its strategy to remain competitive in a substantial, fast, and uncertain environmental change that has an impact on the company's performance. According to Chan et al. (2016), Strategic flexibility is divided into 2, namely, resource flexibility and coordination flexibility.*

### **Manufacturing Flexibility**

*According to Avunduk (2018), manufacturing flexibility is the operator's ability to operate their manufacturing resources and the uncertainty in meeting customer demands. Manufacturing flexibility is the ability to adapt to market conditions in terms of options such as variety, quantity, price difference, and quality of manufactured goods. According to Camison and Lopez (2009), manufacturing flexibility is defined as the capacity to deploy or move production resources efficiently as changes in the environment. According to Avunduk (2018), manufacturing flexibility has emerged as a complex multidimensional concept and has continued to evolve over the years. Manufacturing flexibility is the need to produce different parts effectively and efficiently. According to Chan et al. (2016) Manufacturing flexibility is divided into 2, namely, range flexibility and response flexibility.*

### **Firm Performance**

*Company performance shows how effectively the organization runs its business. Firm performance is one of the most relevant constructs in the field of business studies (Rumelt, Schendel, & Teece, 1994) and is often considered the result of a business model (Richard, Devinney, Yip, & Johnson, 2009).*

*According to Chan et al. (2016), whether or not an organization is effective in running its business can be shown from the company's performance. It can also be said as a key measure in determining the value of success, or the possibility to survive in an organization. Company performance is one of the relevant constructs in the field of business studies and is often considered as the result of a business model. In this study, we take strong performance as a key consequence of supply chain agility. According to Chan et al. (2016), company performance is the company's overall performance along the dimensions of operational excellence,*

*customer relations, revenue growth, and financial performance (eg return on investment, profit margin, and sales growth).*

### **3. Research hypotheses**

*In line with the resource-based view, we developed seven re- search hypotheses to examine the interrelationships of supply chain agility with its two major antecedents and one chief consequence, as well as its mediation role in governing the effects of the two flexibility factors (antecedents) on firm performance (con-sequence).*

*Relationships between strategic flexibility and manufacturing flexibility and supply chain agility*

*According to Chan et al. (2016), a company can achieve a competitive advantage in a dynamic environment by developing strategic flexibility in the form of available alternative actions. Lau (1996) suggests that strategic flexibility increases a firm's capacity to respond to such a market environment by adapting its objectives to the support of superior knowledge and capabilities. companies can integrate, build, and reconfigure internal and external resources through coordination flexibility and thereby reduce the cost, time and effort involved in changing resource use. According to Chan et al (2016) through increased resource flexibility and coordination flexibility, a company can achieve a level of agility that allows it to carry out strategic deployments more efficiently and effectively.*

**Hypothesis 1 (H 1 ).** *Strategic flexibility positively influences supply chain agility.*

*Manufacturing flexibility is also a major organizational flexibility factor at the operational level, it is a firm's capacity to reconfigure its manufacturing resources efficiently to produce different products and thereby cope with market uncertainty and maintain a high level of performance (Gerwin, 1993). More importantly, a higher degree of manufacturing flexibility allows a firm to adjust and shorten the interval between planning and implementation, thereby increasing its ability to improvise (Johnson, Lee, Sanin, & Grohmann, 2003).*

*This study focuses on manufacturing flexibility, which is understood as “the capacity to deploy or use production resources efficiently as required by changes in the environment”. According to Chan et al., (2016), a company can exploit its manufacturing flexibility (i.e., range flexibility and response flexibility) to take advantage of a wide range of production options due to the reduction in cost and time required. Thus, a company can increase the agility of its supply chain by increasing the speed that allows it to move its business configuration from its current state to a new state. Therefore manufacturing flexibility is one of the most important elements in generating supply chain agility.*

**Hypothesis 2 (H 2 ).** *Manufacturing flexibility positively influences supply chain agility.*

### *Relationships between strategic flexibility/manufacturing flexibility and firm performance*

According to Chan et al., (2016), strategic flexibility is often expected to increase the effectiveness of communications, plans, and strategies, coupled with customized product offerings and other aspects of the marketing mix, these can improve a firm's performance (Miles & Snow, 1978). According to Chan et al. (2016). Inevitably, strategic flexibility affects how firms can create a competitive advantage in response to major changes in the external environment. In addition, as Katsuhiko and Hitt (2004) say, strategic flexibility indicates a firm's ability to mobilize resources toward new actions quickly.

**Hypothesis 3 (H3).** Strategic flexibility positively influences firm performance.

According to Chan et al. (2016), manufacturing flexibility can be seen as a firm's capacity to take new actions during its production process to meet the requirements of new circumstances, and to continue the production process effectively despite changes in the business environment. Manufacturing flexibility is often considered an important factor in increasing the competitive position of manufacturers and winning customer orders (Zhang et al., 2003; Javier, Leopoldo, & Antonia, 2014). It has been determined empirically to have a direct and significant effect on various performance outcomes, such as production costs (Kekre & Srinivasan, 1990; Narasimhan & Das, 1999), sales growth (Swamidass & Newell, 1986), and financial profitability (Vickery, Droge, & Markland, 1997). On this basis, manufacturing flexibility has been widely cited as a way to improve firm performance (Vokurka & O'Leary-Kelly, 2000).

**Hypothesis 4(H4).** Manufacturing flexibility positively influences firm performance

### *Relationship between supply chain agility and firm performance*

According to Chan et al. (2016), supply chain agility relates to a company's ability, both internally and externally, and about its main suppliers and customers to adapt or respond quickly to market changes and potential and actual disruptions, thereby contributing to the agility of an expanded supply chain. (Braunscheidel & Suresh, 2009). In recent decades, we have witnessed the intensification of global competition, volatile markets, drastic and drastic changes in customer demands, and chaotic environments in many industries, especially in the fashion industry (Moon et al., 2014).

In responding to these challenges, companies must keep their options open wherever possible by consciously developing the ability to deliver superior value, manage the risk of disruption, and ensure uninterrupted service to customers in an agile manner, so that ultimately improve their overall performance (Christopher, 2000; Christopher & Towill, 2001; Zhang, Vonderembse, & Lim, 2002; Chopra & Sodhi, 2004; Swafford et al., 2006; Yusuf, Gunasekaran, Adeleye, & Sivayoganathan, 2004). Indeed, having such a competitive advantage is the foundation of a company's success in the face of intense competition and high uncertainty.

**Hypothesis 5 (H 5).** *Supply chain agility positively influences firm performance.*

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*The role of supply chain agility in mediating the impacts of strategic flexibility and manufacturing flexibility on firm performance*

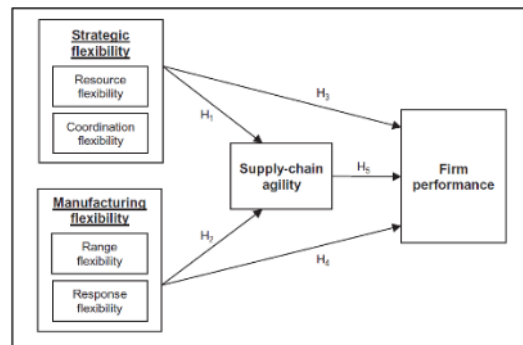
Supply chain agility can be achieved through synergies of various forms of flexibility from all parties in the supply chain, thereby empowering each member company to respond more effectively to highly volatile markets. Because supply chain agility represents an externally focused outcome or concept, as an ability, not a competency. In short, it discusses the speed with which companies respond to key supply chain outcome measures, such as reduced manufacturing time, increased new product introductions, and increased customer service levels that will affect the company's performance. (Chan, Ngai, & Moon, 2017).

**Hypothesis 6 (H 6)** *Supply chain agility mediates the impact of strategic flexibility on firm performance.*

Manufacturing flexibility is a key organizational flexibility factor at the operational level, it is the capacity of a company to efficiently reconfigure its manufacturing resources to produce different products and thereby cope with market uncertainty and maintain a high level of performance. Manufacturing flexibility can be viewed as a firm's capacity to take new actions during its production process to meet the requirements of new circumstances, and to continue the production process effectively despite changes in the business environment. If there is an alignment of exogenous variables (e.g., competitive environment, strategy, organizational attributes, and technology), then manufacturers possessing such capacities can generate competitive advantage.

Supply chain agility relates to a company's ability, both internally and externally, and with key suppliers and customers to adapt or respond quickly to market changes and potential and actual disruptions. In responding to these challenges, companies must keep their options open wherever possible by consciously developing the ability to deliver superior value, manage the risk of disruption, and ensure uninterrupted service to customers in an agile manner, thereby ultimately improving their overall performance. Indeed, having such a competitive advantage is the foundation of a company's success in the face of intense competition and high uncertainty. (Chan, Ngai, & Moon, 2017).

**Hypothesis 7. (H7)** *Supply chain agility mediates the impact of manufacturing flexibility on firm performance.*



**Fig. 2.** Research model of the effects of flexibilities and supply-chain agility on firm performance.

#### 4. Research Methods

To test the seven proposed hypotheses empirically and to confirm the overall conceptual model, a questionnaire survey was conducted among the SMEs embroidery on Kawalu, Tasikmalaya.

##### Research instrument development and pilot test

To achieve an acceptable response rate and ensure the integrity of the instrument, we developed a single questionnaire to measure several theoretical constructs of the study. Following an extensive literature review, the size of each construct was drawn from a well-developed scale with questions relating to strategic flexibility, manufacturing flexibility, supply chain agility, and company performance, while the instrument test used validity and reliability tests.

A validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire can reveal something that will be measured by the questionnaire (Ghozali, 2006). According to Ghozali (2018), an item is said to be valid if the significance value is 5% (sig. 0.05). The validity test technique used is the Pearson correlation product-moment which uses the principle of correlating or connecting each item or question score with the total score obtained from the respondents' answers to the questionnaire. With testing the validity of the instrument, according to Riduwan (2010), the basis for decision making in this test is done by comparing the sig value. with a probability of 0.05:

1. If the value of sig. < 0.05 or 5% and the Pearson Correlation is positive, then the questionnaire item is declared valid.
2. If the value of sig. > 0.05 or 5% and the Pearson Correlation is negative, then the questionnaire item is declared invalid.



**Table 1.** Variabel Operational Definition

Variables	Item	Instrument Test	
		Validity	Reliability
Strategic Flexibility	8	Validity	0.659
Manufacturing Flexibility	6	Validity	0.675
Supply Chain Agility	8	Validity	0.709
Firm Performance	8	Validity	0.694

Source: Primary Data, 2020

### Sample and sampling procedures

The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2012). of 102 embroidery business units (Source: Association of Embroidery Entrepreneurs in Kawalu District, Tasikmalaya City 2020)

This sampling technique uses purposive sampling. Using purposive sampling, the sample selection is based on predetermined criteria. The criteria that were determined and used during the pre-survey in selecting the sample for this study were: SMEs whose operational activities are 3 years old or more. SMEs that are more than 3 years old, it is certain that these SMEs must have an organized financial record. In addition, in their operational activities, SMEs certainly have more than one supplier to adjust strategic flexibility and manufacturing flexibility.

### 5. Results and Discussion

The results of the first phase of research on Strategic Flexibility (X1) on Supply Chain Agility (Z), the regression coefficient for strategic flexibility is 0.387 (positive), which means that if the strategic flexibility variable is high, supply chain agility will increase, assuming the manufacturing flexibility variable is constant. The results of the calculation of the significance test with t statistics obtained t count of 3.606 and probability (p) = 0.001 because  $p < 0.05$ , then the hypothesis is accepted. Strategic flexibility (X1) on supply chain agility in SME Embroidery, Kawalu, Tasikmalaya has a significant positive effect.

The results of the first phase of research on manufacturing flexibility (X2) on supply chain agility (Z), the regression coefficient for manufacturing flexibility is 0.389 (positive) which means that if the manufacturing flexibility variable is high, supply chain agility will increase, assuming the strategic flexibility variable is in a constant state. The results of the calculation of the significance test with t statistics obtained t count of 3.624 and probability (p) = 0.001 because  $p < 0.05$ , then the

*hypothesis is accepted. Manufacturing flexibility (X2) on supply chain agility in SME Embroidery, Kawalu, Tasikmalaya has a significant positive effect.*

*The results of the second phase of research on strategic flexibility (X1) on company performance (Y), the regression coefficient for strategic flexibility is 0.156 (positive), which means that if the strategic flexibility variable is high, the company's performance will increase, assuming the variable manufacturing flexibility and supply chain agility is in good condition constant. The results of the calculation of the significance test with t statistics obtained t statistics of 2,314 and probability (p) = 0.024 because  $p < 0.05$ , then the hypothesis is accepted. Strategic flexibility (X1) on the company's performance at UKM Embroidery, Kawalu, Tasikmalaya has a significant positive effect. The results of the second phase of research on manufacturing flexibility (X2) on company performance (Y), the regression coefficient for manufacturing flexibility is 0.171 (positive), which means that if the manufacturing flexibility variable is high, the company's performance will increase, assuming the strategic flexibility and supply chain agility variables are in good condition. constant.*

*The results of the calculation of the significance test with t statistics obtained t count of 1.194 and probability (p) = 0.237 because  $p > 0.05$ , then the hypothesis is rejected. Manufacturing flexibility (X2) on the company's performance at UKM Embroidery, Kawalu, Tasikmalaya has no significant effect. The results of the second phase of research on supply chain agility (Z) on company performance (Y), supply chain agility regression coefficient of 0.157 (positive) which means that if the supply chain agility variable is high, the company's performance will also increase with the assumption of strategic flexibility variables and manufacturing flexibility in a constant state. The results of the calculation of the significance test with t statistics obtained t count of 2.064 and probability (p) = 0.043 because  $p < 0.05$ , then the hypothesis is accepted. Supply chain agility (Z) on the company's performance in SME Embroidery, Kawalu, Tasikmalaya has a significant positive effect. The hypothesis test results that the relationship between the strategic flexibility variable and the company's performance through supply chain agility has a p-value of  $0.005 < 0.05$ . So, it can be concluded that strategic flexibility has a significant indirect effect on company performance through supply chain agility.*

*The sixth hypothesis which states that strategic flexibility has a significant positive effect on company performance is mediated by supply chain agility at SME Embroidery, Kawalu, Tasikmalaya. The hypothesis test shows that the relationship between manufacturing flexibility and company performance through supply chain agility has a p-value of  $0.024 < 0.05$ . So, it can be concluded that manufacturing flexibility has a significant indirect effect on company performance through supply chain agility. Thus, the seventh hypothesis which states that manufacturing flexibility has a significant positive effect on company performance is mediated by supply chain agility at the SME Embroidery, Kawalu, Tasikmalaya.*

## **6. Theoretical Implications and Managerial Implications**

*The results of the present study provide three important theoretical contributions to a better understanding of supply chain management, with a focus*

*on supply chain agility. First, we have formulated a conceptual framework from a resource-based view that incorporates organizational flexibility (at both strategic and operational levels) as an antecedent to supply chain agility and firm performance. This framework can help firms identify the key capabilities needed to compete in a volatile business environment. The findings of our study enrich the literature by providing an in-depth understanding of the nature of strategic flexibility and manufacturing flexibility as well as their interrelationships with supply chain agility and firm performance. Most importantly, to the best of our knowledge, the present study is the first of its kind to use supply chain agility as a mediator to test the impacts of various flexibility factors on firm performance in the fashion manufacturing industry, which is one of the biggest and most complicated manufacturing industries in the world.*

*Second, this study has validated (through the use of SEM) the causal relationships among strategic flexibility, manufacturing flexibility, supply chain agility, and firm performance. Flexibility is a widely vetted and well-defined concept related to agility. However, few empirical studies have been conducted to confirm the significance of these relationships. In investigating this aspect, the present study has advanced the understanding of the statistical operationalization of the interrelationships among these key constructs. In addition to the studies that have posited supply chain agility as a valuable instrument, competing with other aspects of the supply chain, the theoretical development of this study highlights the key issues that can assist firms to achieve supply chain agility. In particular, the empirical findings offer a different perspective on the direct influence of manufacturing flexibility on firm performance. Practitioners in the fashion industry can refer to the findings of this study when strategically managing their resources and coping with the challenges of the global market arena.*

*Third, the current study builds on the findings of Swafford et al. (2006), who examined supply chain agility at the operational implementation level, to extend the concept to both the operational and strategic levels. Moreover, while their work focused only on the relationship between supply chain flexibility and supply chain agility, the current study included firm performance as the dependent variable in the research framework. In establishing the links between organizational flexibility and supply chain agility, the present study hopes to encourage managers to engage in strategic implementation of the appropriate proactive steps open to them rather than merely investing in silo flexibility. Managers should be able to identify ways to create supply chain agility at the capability level from a resource-based perspective to gain sustainable, secure competitiveness.*

## **7. Conclusion and Future Direction**

*This study uses data from 63 respondents, all of whom are SMEs Embroidery Production in Kawalu, Tasikmalaya. Strategic flexibility has a positive effect on supply chain agility. Based on this, strategic flexibility affects supply chain agility, so that strategic flexibility influences the company's supply chain agility, which consists of strategic flexibility of resources and coordination.*

*Manufacturing Flexibility has a positive effect on supply chain agility. Based on this, manufacturing flexibility affects supply chain agility. Manufacturing*

flexibility increases supply chain agility so that manufacturing flexibility has a positive and significant impact on supply chain agility.

Strategic flexibility has a positive effect on company performance. Based on this, the flexibility of the strategy affects the company's performance. The strategic flexibility applied by the company can improve the company's performance so that the strategic flexibility has a positive and significant impact on the company's performance. Manufacturing flexibility does not affect company performance. Based on this, manufacturing flexibility does not affect company performance.

Supply chain agility has a positive effect on company performance. Based on this, supply chain agility affects the company's performance. Supply chain agility that exists in the company can improve company performance, so that supply chain agility has a positive and significant impact on company performance.

Strategic flexibility has a positive effect on company performance mediated by supply chain agility. Based on this, strategic flexibility affects the company's performance through supply chain agility. Manufacturing flexibility has a positive effect on company performance. Based on this, manufacturing flexibility affects the company's performance through supply chain agility, so that manufacturing flexibility affects the company's performance through supply chain agility.

For further research, it is expected to add other variables, or conduct research with different research objects and the variables in this study can be applied to other industrial fields.

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