

Identifying Tax Efficient Supply Chain Management Practices in Cross-Border Transactions

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Abstract--- The objective of this study is to explore the efficient supply chain management practices. The current study examined low supply chain cost and supply chain agility as efficient supply chain management practices in Indonesia. Moreover, the moderating effect of tax was also examined. Primary data were collected from employees of supply chain companies. Thus, a quantitative research approach was used. Total 300 questionnaires were distributed among the employees of supply chain companies. Findings of the study revealed that low supply chain cost and supply chain agility effect significantly on international sales among Indonesian supply chain companies. Low supply chain cost and increase in supply chain agility have a positive contribution towards international sales related to the supply chain. However, a tax has a negative influence on cross-border transactions or international sales. It significantly decreases the positive effect of low supply chain cost and supply chain agility on international sales.

Keywords--- *Supply Chain Management, Cross-Border Transactions, Supply Chain Cost, Agility, Tax.*

1. Introduction

Supply Chain Management (SCM) practices involve a set of activities implemented to support the supply chain effectiveness of an organization. During the course of the last decades, the supply chain's management (SCM) has acknowledged a great deal of interest by researchers and practitioners. In the postmodern era of the business world, the SCM has merged as the key to sustainable development and success of any manufacturing firm [1] [2]. Realising the increasing importance of SCM, it can be argued that the SCM has emerged as a universal way across industries since it addresses seller-buyer partnerships, shared planning, continuing strategic coalition, control of inventory cross-organizational, information sharing and logistics management. Actually, SCM adopts systems perspective across

firms and functions as an absolute system by processes of coordination, which helps a firm in developing a collaborative system which in turns add value to the firm. Efficient SCM will lead to provide the necessary level of customer service to a specific segment by reduction of the entire amount of resources and enhancing customer services through improved product availability and reduced order cycle time [3] [4] [5] [6]. It is characterized through the information exchange, operations, cross-firm forecasting and shared planning with downstream partners. Meanwhile, [7] highlighted that outsourcing also opens the door to practicing SCM as tools and/or plays a beneficial role to make SCM more effective and efficient. In SCM in order to serve clients, the upstream company is direct to suppliers and downstream to distributors.

The efficient supply chain is defined as a supply chain the organization core standards of performance which include everything related to cost saving and delivery, production and etc. Supply chain management (SCM) has received increasing attention from industrialists in light of strategic planning in design, maintenance, and operation of the supply chain process. However, the supply chain efficient has been subjecting of concern. The reduction of cost and agility are discussed as pre-conditions of efficient supply chain management.

The globalization of firms is coming up with unique challenges, and cross-border expansions of supply chains and international outsourcing are common nowadays. Meanwhile, there is increasing pressure on taxes and tariffs [8]. This expansion has made the supply chain more complex and foreign sales of any company and even share of any country in global production is dependent on the efficiency of supply chain management of any country. Though the multinational operating form developed country is aware of the risk [9,49] associated with complexities of supply chains, however, the firms operating in developing and emerging economies such as Indonesia are still trying to cope up with the issue. The increasing tariffs are affecting the efficiency of

the supply chain by increasing indirect cost and difficulty of doing business.

Indonesia is among emerging economies, and the corporate tax rate in Indonesia is stable over the

period of last 10 years though in first two years from 2008 to 2010 it declined from 30 percent to 25 percent. However, later it is stable till to date.

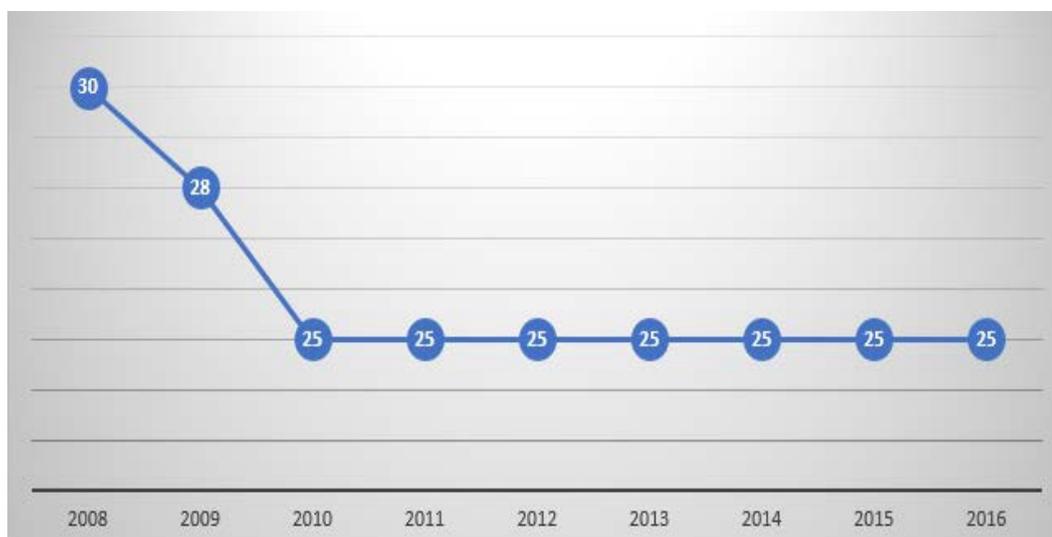


Figure 1. Supply Chain Tax in Indonesia

The efficiency of any chain performance is measured by supply chain agility, and supply chain cost helps the firms in developing a sustainable global supply chain. Meanwhile, the volatility in a tax rate of the home country also affect the efficiency of the supply chain and affect the foreign sale affect the relationship between global production and global supply chain risk

2. Literature Review

Most of the operational research scientist are agreed on some common goals of SCM. [10] declared the removal of communication barrier and eradication of redundancies as ultimate goals of SCM. Later [11], defined waste reduction, synchronized operation, delivery performance, quality management, and flexibility in production as SCM goals. [12] also confirmed [11] and added customer satisfaction, time cost, where housing and supplier relation as SCM goals in literature.

Hence, in last decades SCM has emerged as an integrated approach, which ensures defined waste reduction, synchronized operation, delivery performance, quality management, flexibility, customer satisfaction, time cost, where housing and long-term supplier relation [13] to achieve competitive advantage, enhance effectiveness [14]. Though supply chain collaboration can be operationalized in may form but according to [15], the most significant and important is one which speeds up the demand and supply by bringing overall efficiency in whole supply chain. But failed

or ineffective operationalization of supply chain collaboration can bring cost inefficiency [16].

Supply chain integration effectiveness can be measured by the successful integration of all internal and external supply chain members into a supply chain network with shared strategic vision [17]. Merely integration is not enough, customer satisfaction, cost reduction, and sustainable product quality are most important. Though you are trying sometimes SCM implementation results some failures [18] managers and researchers paying attention to them and concepts suggested by [19] are the solutions to this issue.

The twenty-first century because of technologically advance production, globally spread mass media and well aware customers have witnessed an intense competition in response to intense competitive pressure in the business world. Organizations are facing numerous challenges to attain sustainable competitive advantages. The ultimate goal of all kinds' types and size of organizations is to provide a high-quality product with shortened lead time and high responsiveness to its consumer [20]. Therefore production flexibility with improved agility level has become an important subject in an ever-changing market. Many companies found outsourcing by decentralizing their production as a solution to this problem and focus is to create virtual enterprises. This shows how information technology is changing market determinants and management styles. But to meet customer need which is more important [21] and come up with the same quality

from all outsourced, information sharing among all partners is of great importance.

In a survey about planning and implementation of SCM initiatives from managers of about 300 firms which were involved in supply chain related activities, the researcher found planning as strong determinant of managerial activities as 92 % of managers were planning to implement about two supply chain initiatives [22]. The explanation of the importance of information management in SCMP is incomplete without highlighting the emerging paradigm of supply chain design and management. This emerging paradigm emphasis on inclusion of advanced information technologies for communication and data interchange, the complexity of SCM function is also a reason for this concept in which cross border transaction are important with tax rates.

It is clear from world-leading firms like wall mart that SCMP and a subsequent concept of supply chain performance have become one of the most successful competitive strategies [23] [24] [25]. SCMP emphasized on value addition at each and every step of product development, it further asks for efficient utilization of resources by each and every person involved in each and every step of production. This value addition process connects all the suppliers and users in a chain type structure that's why it is known as SCMP.

[26] highlight the development of SCM as concepts and advocates SCM as concept operational activities i.e. purchasing, distribution [27], warehousing, procurement and other supply chain activities such as quality, transit time, information communication technology etc. [28] are at the most developed stage. SCM as a function of operational activities i.e. searching for quality goods, purchasing the goods processing the goods, storing the goods and distribution of goods is as old as commerce. But SCM at the strategic level is one of the emerging concepts of operation management and placing emphasis on customer satisfaction via providing a quality product through effective SCMP.

Supply chain strategy is defined as a set of goals and objectives of firms and its supplier to overcome competitive market by adding value to business operations [29]. Demand assessment which includes the nature of demand and demand for casting is a first and most important step in developing supply chain strategy. [30] continued with an argument production flexibility is strong the introduction of new products in the market is slower from companies with wide product range in comparison with companies with fewer products in the product range

A performing supply chain is one which can offer products with various specifications have complex supply chain and successful in implementing lean

supply chain concept which advocates low cost with minimal lead time. [31] worked on the relationship between supply chain strategy and firm performance and explored a positive relation with arguments that supply chain strategy enhances supply chain responsive and increase production flexibility which in turn affect performance. However, tax effect adversely and effect on cross border transactions. [31] shown consistency with [32] as they also declared supply chain responsiveness a major determinant of performance.

To achieve supply chain goals employment of most appropriate course of action is prerequisite and it should be consistent with the firm's long-term strategy. Leading firms like Toyota and Wall Mart are using this method to achieve their supply chain goals. But it is not that it always works firms like Barilla Spa and Hewlett-Packard are badly affected by this method. [33] solved this issue with an argument that these practices should be consistent with supply chain strategy and goals.

Supply chain management practices (SCMP) practices circumscribe perspectives and practices that effectively relate all suppliers, manufacturers, distributors, and consumers to achieve all long-term performance objectives [34]. [35] in their vintage papers canvassed three product centered supply chains which are standard products: products with minimal differentiation, innovative products: with high differentiation and hybrid products: with a moderate level of differentiation. In same line, cross border transactions related to international sales are more important. They further argued that standard products being simple should be produced using lean supply chain, which emphasizes on continuous improvement and waste reduction, the innovative product being technologically complex should be produced by agile supply chain and hybrid products being involved with so many suppliers should be produced by the hybrid supply chain. Information sharing is key for supply chain integration; through information sharing organization can be more responsive towards ever-changing consumer needs.

SCM is set of actions carried by an organization to improve the flow of information and goods among all stakeholders. The up to date concept of SCM advocates partnership with a supplier, outsourcing, and reduction of cycle time, uninterrupted flow of information and continuous sharing of technology. In this study, SCM practices are managerial activities which are done to improve organizational supply chain performance. Global Supply chain forum has declared supply chain a strategically integrated network rather than a simple chain relationship and defines as SCMP is the integration of key business processes from end user through original suppliers that provides products, services and information that add value for customers and other stakeholders. [36] also presents a similar

definition and defines SCM as an integrated approach of purchase and logistics management. SCM as a function of customer delivery, inventory management, lean strategy and strategic integration.

Cost control is one of the basic measures of firm performance and every firm is striving to provide quality products at lowest possible cost. Cost efficiency especially inventory cost is one of the most important determinants of supply chain performance. Inventory cost holds a significant portion of the firm total cost. The cost which includes manufacturing cost, outsourcing cost and delivering cost has become one of the major competitive force in today's competitive market. Supply chain costs can be defined as the costs related to operating the business functions in the supply chain, including procurement, manufacturing, and distribution [37]. However, costs related to overhead functions, sales and promotion, and marketing are not reflected in supply chain costs in which tax effect negatively on cross border sales transactions.

Nevertheless, the lead times for manufacturing goods are widely affected the operating costs such as overtime and delivery costs [37]. For the practical example reported by [37], the firm required to operate over time and sends the goods to the customer by fly instead of the boat at their own cost if the firm missed a deadline given by the customer. However, shared planning and forecasting information to well-matched demand and supply quantity able to reduce overall supply chain costs.

To measure supply chain efficiency, two measures models have been used predominantly by different models in supply chain literature;

- (1) Cost: may include inventory costs and operating costs.
- (2) Combination of cost and customer responsiveness.

It includes inventory costs and operating costs. Cost, flexibility, relationship, activity time and customer responsiveness, and flexibility have all been used as supply chain performance measures either singly or jointly [25] argued cost (CT), flexibility (FL), relationship (RL) and responsiveness (RS) as dimensions of a success full supply chain.

Cost control is one of the basic measures of firm performance and every firm is striving to provide quality products at the lowest possible cost. Cost efficiency especially inventory cost is one of the most important determinants of supply chain performance. Inventory cost holds a significant portion of the firm total cost. The cost which includes manufacturing cost, outsourcing cost and delivering cost has become one of the major competitive force in today's competitive market [38]. However, cross border international sales are

also affected by various political events [39], [58], [59] which also include high tax due to political instability.

In all businesses and especially in manufacturing sector inventory cost is of great importance firms introducing new ways and designing new strategies to reduce inventory cost. Wall Mart world leading firm has achieved this position by innovating an inventory management technique, known as cross doc; which reduces storage cost and enables firms to offer products at a lowest possible price, here the use of credit is most important [40] [41], [54], [55]. The smooth flow of information and material across the supply chain is a strategic decision and financial performance of any supply chain cannot be measured without taking into account the total logistics cost. In all these elements tax is important which effect adversely. The decision to a trade off between shipping expense and time cost is of acute importance as most of the time an expensive but speedy shipping saves enough from storage and other inventory cost and reduces the cost to a competitive level [42]. Shipment from longer distances is a continuous threat to cost management decisions, as it makes inventory level volatile resulting from very high or low level of inventory which ultimately leads us to high administrative and opportunity cost.

In SCM, there are several studies defined the different number of characteristics of agility. Supply chain agility in terms of two factors, which is flexibility and adaptability. [43] characterized supply chain agility in terms of four characteristics which including demand response, customer responsiveness, joint planning, and visibility, whereas Foundational social and life science theory characterizes supply chain agility in terms of five factors which including alertness, decisiveness, accessibility, flexibility, and swiftness. The total of four characteristics is used to define supply chain agility, which including which including alertness, decisiveness, accessibility and flexibility.

In Indonesia mostly produced for export and the competitive success was mainly based on the combination of quality, cultural, cost advantage [37,50-51]. Inventory carrying costs and damage costs are not less important in the supply chain [44], while the transportation or logistic costs usually the highest among the operating cost in the supply chain [45], [56], [57]. In today's business environments, as transportation and petrol costs are kept increasing, thus the optimal management of 68 operations and resources are vitally important [46]. For instance, Adoption of e-commerce in the textile and apparel supply chain can lead to inventory cost saving, facility cost saving, and transportation cost saving. However, in all these elements tax is most important.

As “sales tax causes the supply curve to shift inward, it has a secondary effect on the equilibrium price for a product.” Equilibrium price is the price at which the producer's supply matches consumer demand at a stable price. [47] demonstrates that tax has major impact. Most of the times supply chain

activities disturbs due to high tax. It decreases the profitability of firms. Due to which it has strong influence on cross-border supply chain activities. Thus, from the above discussion, below framework and hypothesis are proposed.

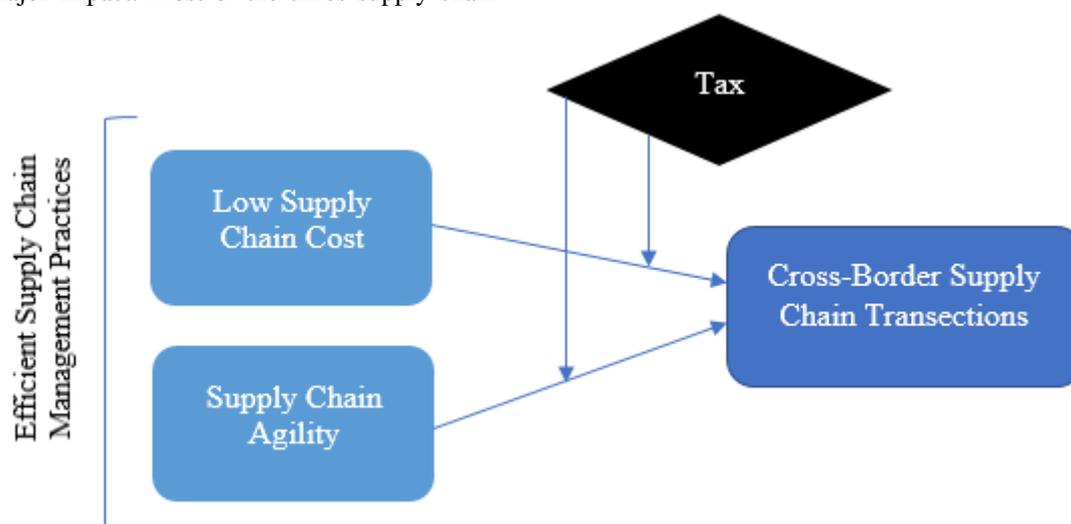


Figure 2. *Theoretical framework*

H₁: Low supply chain cost has significant relationship with cross-border supply chain transactions.

H₂: Supply chain agility has significant relationship with cross-border supply chain transactions.

H₃: Tax moderates the relationship between low supply chain cost and cross-border supply chain transactions.

H₄: Tax moderates the relationship between supply chain agility and cross-border supply chain transactions.

3. Method

Supply chain companies have most important role in international sales. It has significant contribution in nation's economic development. Thus, this study was conducted on supply companies, particularly Indonesian supply chain companies. Primary data were collected from employees of those supply chain companies having involved in different cross border transactions.

E mail survey was conducted in this study. First of all, the e mail IDs of different employees from various supply chain companies were gathered. After that 200 questionnaires were e mail to them. In first section, the purpose of study was explained

which developed the basic understanding to respondents about the study.

However, the area cluster sampling was used to distributed questionnaires among the employees of supply chain companies. This technique is suitable in case when population is spread on wide area. Moreover, sample size was selected based on [48], [52], [53] statistics. According to this “sample having less than 50 participants will observe to be a weaker sample; a sample of 100 sizes will be weak; 200 will be adequate; a sample of 300 will be considered as good; 500 very good whereas 1000 will be excellent.” All the measures were adopted from previous studies and data were analysed through SmartPLS 3.

4. Analysis and Results

Primary the structural equation modelling is based on two major section, namely; measurement model assessment and structural model assessment. Both sections are essential to complete PLS structural education modelling. That is the reason, first of all the current study performance measurement model assessment.

Results of the study shows that few items have factor loading below 0.5. Due to which the average variance extracted (AVE) was not achieving the reasonable threshold level. That is why to achieve

the desired level of AVE, two items were deleted from supply chain agility and two items were deleted from tax. After that the desired level of AVE was achieved which confirm the convergent validity. All the results are shown in Table 1.

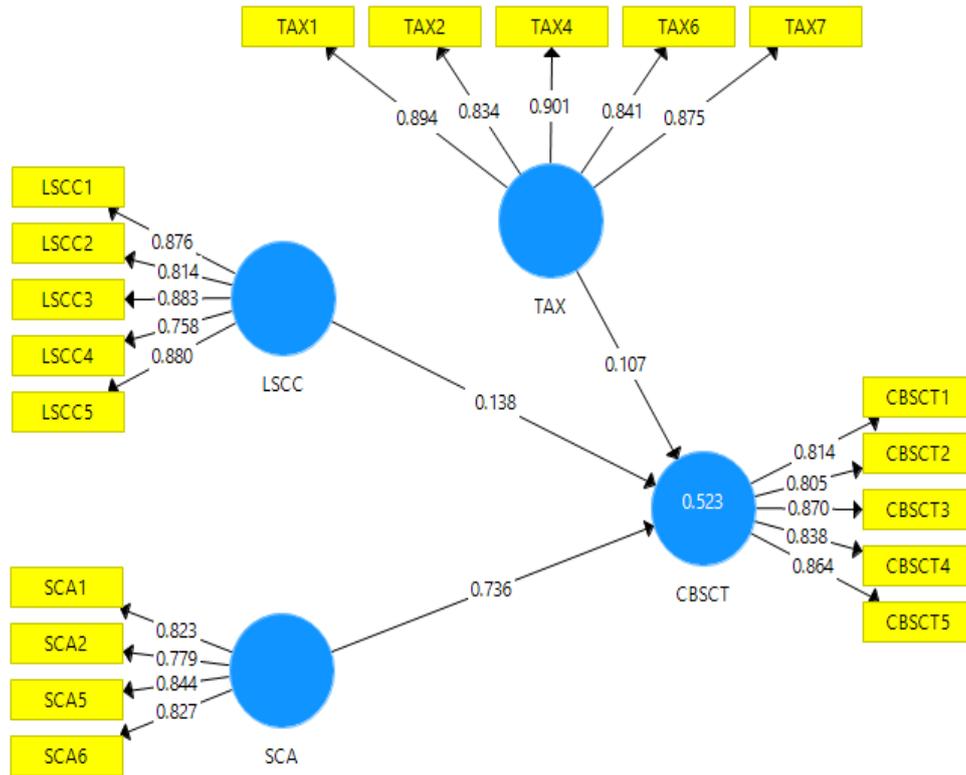


Figure 3. Measurement model assessment

Table 1. Convergent and Discriminant Validity

Construct	Indicators	Loadings	Composite Reliability	AVE
Supply chain agility (SCA)	SCA1	.823	0.890	0.670
	SCA2	.779		
	SCA5	.844		
	SCA6	.827		
Low Supply Chain Cost (LSCC)	LSCC1	.876	0.925	0.711
	LSCC2	.814		
	LSCC3	.883		
	LSCC4	.758		
	LSCC5	.880		
Tax (TAX)	TAX1	.894	0.939	0.756
	TAX2	.834		
	TAX4	.901		
	TAX6	.841		
	TAX7	.875		
Cross-Border Supply Chain Transactions (CBSCT)	CBSCT1	.814	0.922	0.703
	CBSCT2	.805		
	CBSCT3	.870		
	CBSCT4	.838		
	CBSCT5	.864		

Table 2. Discriminant Validity (Fornell-Larcker Criterion)

	CBSCT	LSCC	SCA	TAX
CBSCT	0.839			
LSCC	0.350	0.843		
SCA	0.720	0.534	0.819	
TAX	0.382	0.808	0.541	0.869

Table 3. Cross Loadings

	CBSCT	LSCC	SCA	TAX
CBSCT1	0.814	0.289	0.612	0.278
CBSCT2	0.805	0.295	0.555	0.300
CBSCT3	0.870	0.286	0.620	0.318
CBSCT4	0.838	0.296	0.590	0.343
CBSCT5	0.864	0.305	0.637	0.361
LSCC1	0.319	0.876	0.490	0.748
LSCC2	0.199	0.814	0.372	0.730
LSCC3	0.341	0.883	0.486	0.796
LSCC4	0.156	0.758	0.344	0.734
LSCC5	0.362	0.880	0.498	0.765
SCA1	0.611	0.290	0.823	0.313
SCA2	0.564	0.320	0.779	0.365
SCA5	0.585	0.580	0.844	0.549
SCA6	0.596	0.560	0.827	0.545
TAX1	0.336	0.802	0.517	0.894
TAX2	0.299	0.730	0.458	0.834
TAX4	0.364	0.807	0.480	0.901
TAX6	0.279	0.751	0.395	0.841
TAX7	0.368	0.769	0.490	0.875

In this study, second major part of structural equation modelling is consisting of hypothesis testing through PLS bootstrapping techniques. In this part of study, hypothesis was tested based on t-value, p-value and path coefficient. Minimum t-value was 1.96 and p-value 0.05 was maximum to

examine the relationship between different variables. By analysing the data, it is found that all the relationship without moderating effect are significant with t-value more than 1.96 and p-value below 0.05. Thus, it accepts all the direct hypothesis (H1, H2).

Table 4. Structural Model Assessment Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
LSCC -> CBSCT	0.198	0.183	0.096	2.032	0.038
SCA -> CBSCT	0.736	0.732	0.049	14.948	0.000

After examining the effect of independent variables on dependent variables, the moderation effect was examined. While examining the moderation effect, it is found that tax is one of the moderating variables

between low supply chain cost and supply chain cross-border transactions. Moreover, tax is also a moderating variable between supply chain agility and supply chain cross-border transactions.

Moderation effect for both cases is significant. Furthermore, R-square value is shown in Table 6 which is 0.523. All the variables have the tendency

to explain 52.3% variance in dependent variable, namely; supply chain cross-border transactions.

Table 5. Structural Model Assessment Results (Moderation effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
LSCC* TAX -> CBSCT	-0.108	0.102	0.043	2.499	0.002
SCA* TAX -> CBSCT	-0.331	0.322	0.049	6.713	0.000

Table 5. R²-value

	R ² -value
Supply chain cross-border transactions (CBSCT)	52.3%

5. Findings and Discussion

Majorly the current study is based on cross-border transection among Indonesian supply chain companies. This study focused on the tax efficient cross-border transactions. The study focused on two major tax efficient practices, namely; low supply chain cost and supply chain agility. However, the moderating effect of tax is also examined between tax efficient cross-border trisections and tax efficient practices.

The first hypothesis of the study examined the effect of low supply chain cost on cross-border transactions. The results of the study found that low supply chain cost has positive effect on cross-border transactions with p-value 0.038 and t-value 2.032. Low supply chain cost also has positive effect in tax cost reduction.

The second hypothesis of the study examined the effect of supply chain agility on cross-border

transactions. The results of the study found that supply chain agility has positive effect on cross-border transactions with p-value 0.000 and t-value 14.948. Supply chain agility also has positive effect in tax.

Finally, the moderation effect between low supply chain cost and cross-border transactions is significant with t-value 2.499. Moreover, the moderation effect of tax between supply chain agility and cross-border transactions is also significant with t-value 6.713. However, the moderation effect direction is shown in below Figure 5 and 6. It is evident from above figures that the moderation effect of tax between low supply chain cost and cross-border transactions is negative. In case of supply chain agility and cross-border transactions, the moderation effect is also negative. As shown in Figure 4 and 5, tax as a moderating variable weaken the both relationships.

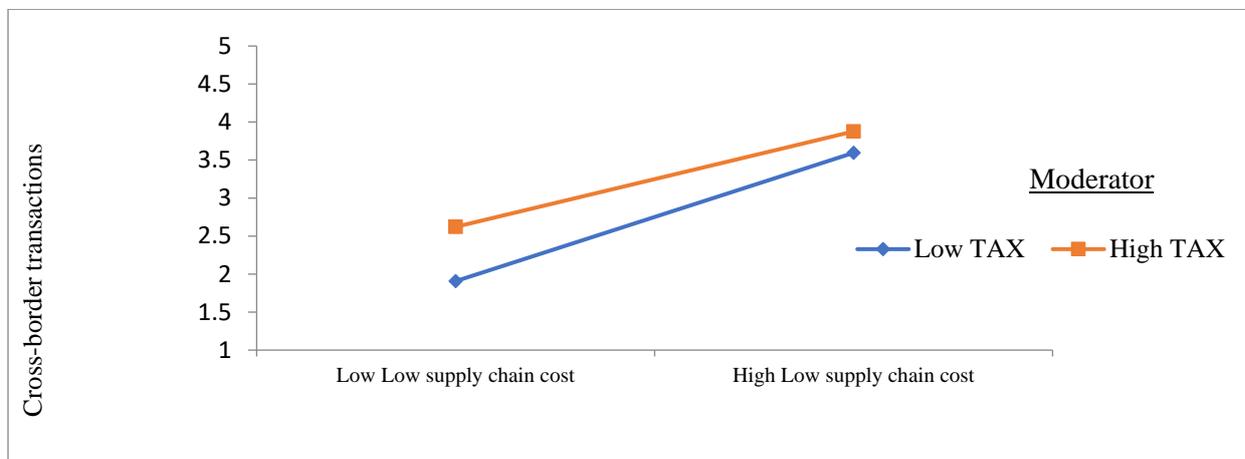


Figure 4. Moderation effect of Tax between LSCC and CBSCT

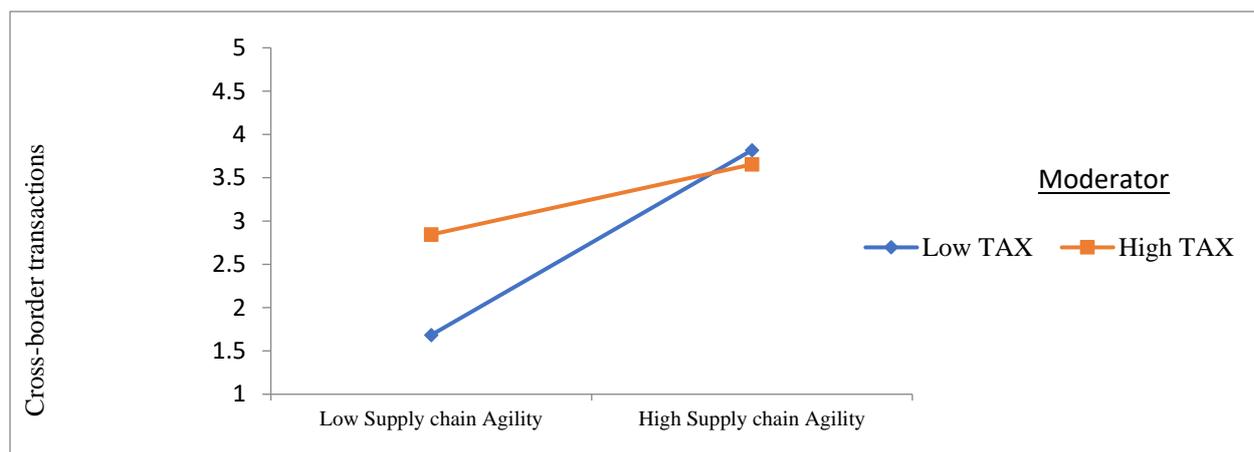


Figure 5. Moderation effect of Tax between SCA and CBSCT

6. Conclusion

While concluding the findings of this study, it is revealed that low supply chain cost and supply chain agility are the efficient supply chain practices. These two elements are major to effect on cross-border supply chain transactions. Low supply chain cost and supply chain agility effect significantly on international sales among Indonesian supply chain companies. Low supply chain cost and increase in supply chain agility has positive contribution towards supply international sales. However, tax has negative influence on cross-border transactions or international sales. It significantly decreases the positive effect of low supply chain cost and supply chain agility on supply chain cross border transaction or international sales.

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