

# Fostering Indonesian SMEs Performance: The Role of Supply Chain Networks and Supply Chain Flexibility

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**Abstract---**this examination is expected to investigate the effect of SC networks and SC flexibility in improving the Indonesian SMEs performance. SC integration has filled in as a mediator among the relationship between SC networks and SC flexibility with SMEs performance. This is a quantitative report. 146 workers were taken as an example estimate from SME's segments. Arbitrary examining procedure was utilized to gather the information. 5 point Likert scale was utilized to get the reaction. PLS-SEM The discoveries of this examination uncovered the positive noteworthy connections exist between SC networks, SC flexibility alongside the directing job of SC integration on Indonesian SMEs performance, which further affirms the proposed research reasonable structure for SMEs business performance.

*Keywords: Supply Chain networks, Supply Chain flexibility, Supply Chain integration, SMEs performance*

## 1. Introduction

SC has turned into a wellspring of upper hand inside associations particularly for its job it plays in making client esteem and business development [1]. As a management action, SC has the penchant to upgrade operational, advertise and monetary performance of an association [2]. SC is a connection that associates free associations together to make an incentive in items or administrations to fulfill the client's needs. Thus, a watchful integration of SC and SC flexibility can enhance little and medium undertakings' (SMEs) performance, make esteem, and produce capital into a business. Be that as it may, this can just occur with cautious execution of SC networks and flexibility among SMEs as firms never again contend as free substances, but instead as indispensable parts of SC joins, and a definitive achievement (performance) of a firm relies upon its administrative capacity to

incorporate and facilitate its SC technique [3]. An effective integration of SC methodology can enhance a company's SC performance by decreasing costs, expanding productivity and giving better support of clients [1]. Be that as it may, the management of SC system is an intricate assignment which requires an unmistakable comprehension of the impact of SC networks, their flexibility and integration [4].

SMEs are the significant focal point of this investigation. Inside the Indonesian economy, the little and medium undertaking segment is a subset of the little, medium and miniaturized scale endeavors (SMMEs), and it is alluded to as a different, legitimate and unmistakable proprietor oversaw substance [5]. SMEs, accordingly, are an imperative portion and driver of economic development in Indonesia and thus, government, co-work bodies, and foundations are putting accentuation on imaginative SMEs innovative work [6]. Along these lines, the motivation behind the examination is to decide the impact of SC networks, flexibility and SC integration on the performance of SMEs in Indonesia.

## 1.2 Research Objectives

- To determine the effect of SC networks on SMEs performance
- To determine the effect of SC flexibility on SMEs performance
- To determine the effect of SC Integration on SMEs performance
- To investigate the mediating role of SC Integration among the association between SC networks and SMEs performance

- To investigate the mediating role of SC Integration among the association between SC flexibility and SMEs performance

## 2 Literature Review and Hypothesis

### Development

#### 2.1 SC networks and SMEs performance

SC networks include the gathering and extraction of data about contenders, focused environment and aggressive procedures, with the point of winning and keeping up upper hands of undertakings [7]. Analysts have shown that SC networks can empower SMEs to be progressively aggressive and increment performance to clients just as enhancing their hierarchical performance [8]. SMEs can increase key business abilities through correspondence trade among associations inside the SC network, which may additionally empower SMEs use constrained assets and aptitudes proficiently and adequately [9]. The outcomes radiating from SC network straightforwardly impact SMEs performance, for instance, expanded income development, lessen time to advertise, bring down expense and enhanced consumer loyalty [10]. In this way, SC networks empower SMEs achieve the greatest dimension of upper hand and performance. This investigation, consequently, suggests that:

H1: SC networks significantly affect SMEs performance.

#### 2.2 Supply Chain flexibility and SMEs performance

Distinctive vital procedures to accomplishing business performance have been examined on, for instance, defining objectives and goal, administrative structure just as culture and procedural techniques which affects SMEs performance [11]. Notwithstanding, an unbending or a strict vision and targets that confine the SMEs to work one way may negatively affect the performance of SMEs as the set

business goals may give inflexibility when flexibility might be required. In the present business focused environment, flexibility is expected to react to advertise vulnerability, changing client necessities and desires without causing inordinate costs, time, authoritative disturbances and performance misfortunes [12]. SC flexibility helps SMEs utilization of constrained assets proficiently and successfully, adapt to the rising innovative difficulties just as worldwide business aggressive difficulties [13]. The investigation, in this way, speculates:

H2: SC flexibility significantly affects SMEs performance.

#### 2.3 SC Integration and SMEs Performance

is an all-encompassing way to deal with interest, sourcing and acquisition, generation and coordination's process management [14]. It is a network comprises of all gatherings included straightforwardly or in a roundabout way which incorporates maker, provider, retailer, client, etc, in creating and conveying items or administrations to extreme clients both in upstream and downstream sides through physical dispersion, stream of data and accounts (Stock and Boyer, 2009). As is experiencing a noteworthy change [15] and developing quickly; present day idea in the new economy joins vital separation, esteem upgrade, operational effectiveness enhancement, cost decrease [16] SC integration and cooperation, operational greatness and virtual SC.

These days, the utilization of innovations causes the associations to all the more likely deal with their SCs, as SC management applications based on innovation stages have upgraded the capacity of associations to coordinate their procedures through cooperative data sharing and arranging [17]. For instance, the employments of integration advances like EAI and Web Service to help the integration of SCs. With SC integration that organizations envision clients' wants and meet their requests. Having such a large number of products in stock makes pointless costs and dangers particularly when merchandise don't move as quick not surprisingly. At the point when the products held in stock for a really long time, they age and will be effectively supplanted by more up to date

merchandise. Accordingly, those matured merchandise will be sold at nearly low costs and the organizations will be wound up potentially with misfortune. Be that as it may, having too couple of merchandise in stock likewise hauls down benefits as restless clients will like to give their business somewhere else as opposed to trust that requests will arrive. For retailers and producers alike, an organization's upper hand depends in expansive measure on the flexibility and dexterity of its SC [18].

A focused firm must have the capacity to gain the merchandise and ventures it needs exactly when and where it needs them, at a positive cost, and with adequate installment and conveyance terms. An aggressive firm needs to straightforwardly deal with the stream of products through its dispersion networks in a financially savvy way. Large organizations, as well as SMEs have come to understand that they can accomplish this by coordinating their SCs. Actualizing SC integration can be cost putting something aside for the organization from various perspectives. It can bring down the expenses of work, increment flexibility, accomplish quicker reaction times and chop down the event of blunders on paper based task, diminish unapproved purchasing outside favored provider assertions, and decrease stocking, consequently accomplish upper hand [19]. Mechanization process additionally can abbreviate the process duration from requesting to dispersion, along these lines bringing about upgraded generation capacity and expanded effectiveness. For providers, they can likewise profit by SC integration as this will abbreviate business exchange cycle, bring down capital expense in stocking, bring down work cost, increment proficiency, upgrade exactness and quicker taking care of time and conveyance speed [20].

**H3:** There is a noteworthy impact of SC integration on SMEs performance

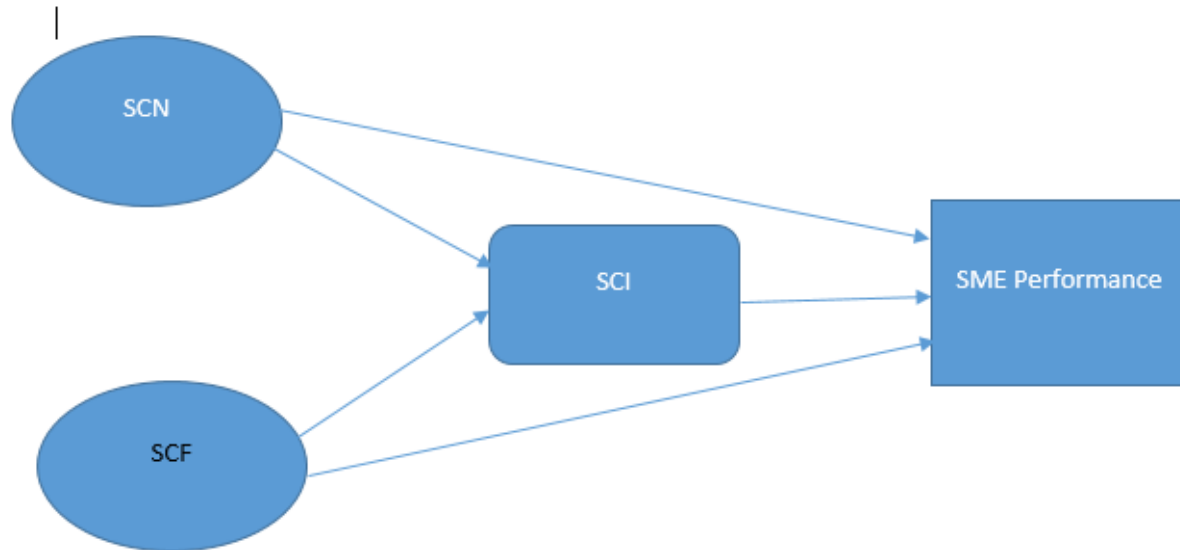
## **2.4 The mediating job of SC integration among the relationship between SC networks and SC flexibility with SMEs performance.**

SC flexibility is characterized as a characteristic of a framework's innovation or association's capacity to adapt to vulnerability, and to adjust or react to changes [13]. SC flexibility is likewise required to confront its environmental needs and desires without bringing about inordinate costs, time, hierarchical interruptions and performance misfortunes [21]. Speedy reactions to client's requests are the purpose behind the usage of SC networks in focused environments and therefore, associations try to improve SC flexibility through their business technique [22].

In the rising worldwide markets with mechanical networks, the two analysts and experts of SC network trust that increasing upper hand is never again accomplished through a solitary association working in segregation however through a network of between hierarchical connections[11]. While this might be valid, the spine associating and adjusting all the calculated exercises inside the useful regions of SMEs and over the whole SC network in guaranteeing that targets and set objectives are accomplished is the most troublesome piece of any business technique process [20]. Improving flexibility inside a SC network requires an efficient and arranged coordinated methodology of every single utilitarian movement with the goal that the entire procedure of supplying and conveying to clients is proficient and powerful [23]. An arrangement to execute supply network relationship into the business methodology can likewise mean an arrangement to actualize adaptable methodologies that are all around coordinated to stay aware of contenders [24].

**H4:** There is a huge mediating job of SC integration among the relationship between SC networks with SMEs performance.

**H5:** There is a significant moderating role of SC integration among the association between SC flexibility and SMEs performance.



**Figure 1.** Model

### 3. Methodology

**Test and Procedure:** The example comprised of 130 respondents has a place with management foundations situated in Delhi-NCR. The information were broke down by utilizing PLS-SEM and model proposed by [25]. The information was gathered from the essential source and by utilizing irregular inspecting technique; the poll was given to the respondents by means of individual visit. So as to advance a fair-minded reaction from the respondents, the analyst makes guarantee that information would be classified and all out outcomes ought to be conveyed in the last report, and they are allowed to share their straight to the point perspectives and assessment. The all out number of the poll which was observed to be finished and substantial was 100 which composite of the leader of the segment. The statistic rundown of the respondents was evaluated and it demonstrates that 12 percent of the respondents were leader of the office. Sex insightful division of the statistic area demonstrated that guys were 51 percent and females were 49 percent.

#### 3.1 Instruments

The Questionnaire was expected to measure the going with components/instrument balanced in this examination ponder. These are following:

**SC Network:** The variable was estimated using the six-thing scale. The responses to these scales were

estimated on a Likert five point scale running from (1= Strongly Agree to 5= Strongly Disagree). **SC Flexibility:** The variable was estimated using the fifteen-thing scale. The responses to these scales were estimated on a Likert five point scale running from (1= Strongly Agree to 5= Strongly Disagree). **SC Integration:** The variable was estimated using the three things scale. The responses to these scales were estimated on a Likert five point scale running from (1= firmly consent to 5= emphatically oppose this idea). **SME's performance:** The variable was estimated using the six-thing scale. The responses to these scales were estimated on a Likert five point scale running from (1= Strongly Agree to 5= Strongly Disagree).

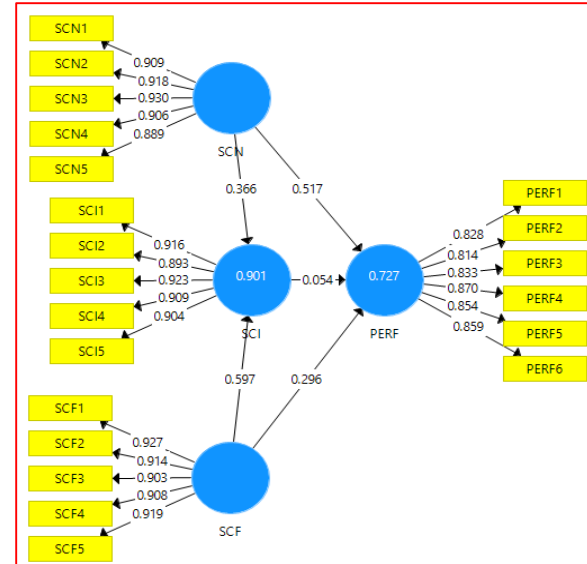
Table 1 shows the preliminary analysis in which normality of the data was examined. Moreover, missing value and outlier is also examined.

**Table 1.** Preliminary Analysis

	Mean	SD	Kurtosis	Skewness
SCN1	3.274	1.545	-0.533	0.137
SCN2	3.249	1.825	-0.646	0.468
SCN3	3.532	1.89	-0.843	0.319
SCN4	3.507	1.901	-0.821	0.400
SCN5	3.542	1.733	-0.541	0.312
SCF1	3.522	1.85	-0.834	0.235
SCF2	3.473	1.842	-0.983	0.135
SCF3	3.672	1.888	-0.855	0.209
SCF4	3.706	1.876	-0.809	0.325
SCF5	3.647	1.937	-0.801	0.523
SCI1	3.542	1.89	-0.76	0.365
SCI2	3.562	1.836	-0.616	0.354
SCI3	3.557	1.916	-0.842	0.125
SCI4	3.468	1.798	-0.519	.0215
SCI5	3.532	1.945	-1.003	0.520
PERF1	3.498	1.81	-0.648	0.365
PERF2	3.657	1.792	-0.682	0.354
PERF3	3.114	1.51	-0.174	0.236
PERF4	3.194	1.554	0.295	0.214
PERF5	3.249	1.496	0.587	0.561
PERF6	3.134	1.518	0.278	0.236

#### 4. Data Analysis

This study employed partial least square-structural equation modeling techniques. It is based on two major steps. First step examines the factor loadings which is above 0.7 in the current study, shown in Table 2. Average variance extracted (AVE) is shown in Table 3 which is above 0.5. Discriminant validity is shown in Table 4 and Table 5. First step of PLS is shown in Figure 2.

**Figure 2.** Measurement Model Assessment**Table 2.** Factor Loadings

	PERF	SCF	SCI	SCN
PERF1	0.828			
PERF2	0.814			
PERF3	0.833			
PERF4	0.870			
PERF5	0.854			
PERF6	0.859			
SCF1		0.927		
SCF2		0.914		
SCF3		0.903		
SCF4		0.908		
SCF5		0.919		
SCI1			0.916	
SCI2			0.893	
SCI3			0.923	
SCI4			0.909	
SCI5			0.904	
SCN1				0.909
SCN2				0.918
SCN3				0.930
SCN4				0.906
SCN5				0.889

**Table 3.** Reliability and Convergent Validity

	$\alpha$	rho_A	CR	(AVE)
PERF	0.92	0.927	0.937	0.711
SCF	0.951	0.951	0.962	0.836
SCI	0.947	0.948	0.96	0.826
SCN	0.948	0.948	0.96	0.829

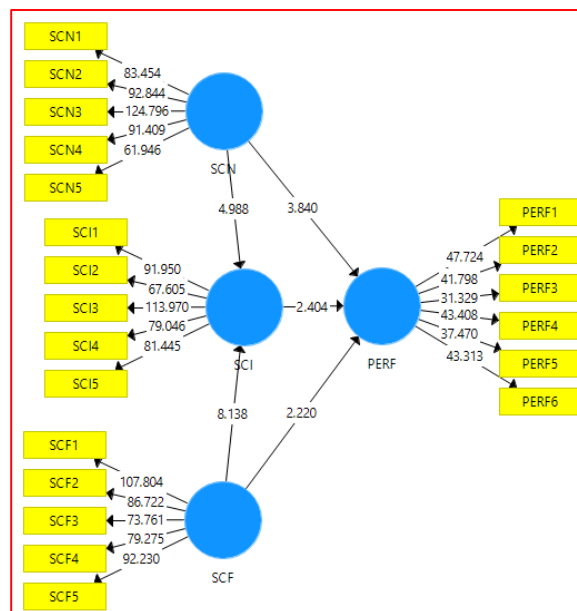
**Table 4.** Cross-Loadings

	PERF	SCF	SCI	SCN
PERF1	0.828	0.739	0.73	0.732
PERF2	0.814	0.721	0.724	0.717
PERF3	0.833	0.592	0.578	0.607
PERF4	0.87	0.636	0.607	0.661
PERF5	0.854	0.612	0.58	0.629
PERF6	0.859	0.612	0.582	0.64
SCF1	0.761	0.927	0.837	0.867
SCF2	0.772	0.914	0.828	0.86
SCF3	0.749	0.903	0.854	0.851
SCF4	0.755	0.908	0.888	0.839
SCF5	0.764	0.919	0.893	0.871
SCI1	0.743	0.874	0.916	0.858
SCI2	0.751	0.824	0.893	0.834
SCI3	0.709	0.842	0.923	0.833
SCI4	0.723	0.824	0.909	0.827
SCI5	0.758	0.807	0.904	0.858
SCN1	0.799	0.852	0.841	0.909
SCN2	0.742	0.859	0.84	0.918
SCN3	0.739	0.858	0.847	0.93
SCN4	0.769	0.835	0.843	0.906
SCN5	0.794	0.868	0.846	0.889

**Table 5.** Square Root of AVE

	PERF	SCF	SCI	SCN
PERF	<b>0.843</b>			
SCF	0.832	<b>0.914</b>		
SCI	0.811	0.841	<b>0.909</b>	
SCN	0.745	0.839	0.827	<b>0.911</b>

Moreover, PLS structural model was used to test the hypotheses as shown in Figure 3. T-value 1.96 was considered to accept or reject the hypotheses. It is found that all the hypotheses have t-value above 1.96. Thus, all the hypotheses are supported by the results of the current study. Results are shown in Table 6 and Table 7.

**Figure 3.** Structural Model Assessment**Table 6.** Results

	(O)	SD	T Value	P Value
SCF -> PERF	0.296	0.133	2.22	<b>0.027</b>
SCF -> SCI	0.597	0.073	8.138	<b>0.000</b>
SCI -> PERF	0.054	0.023	2.404	<b>0.686</b>
SCN -> PERF	0.517	0.135	3.84	<b>0.000</b>
SCN -> SCI	0.366	0.073	4.988	<b>0.000</b>

**Table 7.** Mediation Results

	(O)	SD	T-Value	P Value
SCF -> SCI				
-> PERF	0.332	0.08	4.109	0.000
SCN -> SCI				
-> PERF	0.12	0.05	2.389	0.011

## 5. Conclusion

For SMEs to contend effectively inside the adversary environment, they have to comprehend and execute the correct business techniques. This investigation

uncovered that positive huge connections exist between SC networks, SC flexibility alongside the directing job of SC integration on Indonesian SMEs performance, which further affirm the proposed research applied structure for SMEs business performance. This investigation likewise proposes to both SMEs proprietors and government or strategy producers in Indonesia the significance of SC network relationship for SMEs business performance and economic development. The exploration show, be that as it may, gives a few bits of knowledge and headings to SMEs SC performance scientists.

## 5.1 Suggestions

The exploration discoveries demonstrated that the progressing SC network relationship among SMEs might be less successful if not deliberately coordinated to upgrade performance. This proposes SMEs existing networking connections ought to be produced through a vital intercession approach prompting further upgrade and fortifying of SMEs synergistic network aptitudes. This will likewise fortify SMEs integration technique among clients and providers, and may likewise draw in SMEs to grasp the significance of SC network [27]. The mediation approach may start by creating gatherings of SC networking SMEs inside the sub-locale of Indonesia where essential data on powerful business management technique challenges are shared and in this way help a superior comprehension and usage of SC network and business performance. Granting rivalry programs for SMEs networking capacity would assume a key job in boosting SMEs SC networks integration and furthermore advance SMEs communitarian association with bigger associations. This will prompt cost decrease in task expenses and hazard, enhance SMEs item quality, upgrade smooth item and administration stream and enhanced SMEs business methodology strategies [28].

## 5.2 Limitations

In this investigation SMEs were the focal point of research. Further examination on the exploration theme could be stretched out to bigger associations. The examination was attempted in the district of Indonesia, yet does not completely speak to every one of the areas where SMEs in Indonesia are found. Thusly, the investigation discoveries can't be summed up to all SMEs. Moreover, on the grounds that the examination depended on quantitative technique for information accumulation, the information gathered

through a poll may have been influenced by the taken part SMEs condition of business connections at the season of filling the survey. For this situation, subjective or longitudinal technique for information gathering is prescribed for any further research on SC network, flexibility and integration effects on SMEs performance. This will ponder changing challenge benefits, performance and difficulties of SMEs supply network, flexibility and integration technique after some time. Besides, information triangulation fusing both subjective and quantitative strategy for research is likewise prescribed so as to acquire understanding into the exploration point.

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