Mediation Analysis of Supply Chain Integration on the Relationship of Quality, Flexibility and Delivery with Innovation Performance

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***Abstract*-The basic objective of the current article is to analyze the impact of quality, flexibility and delivery on the innovation performance of the Fish Streat Jabodetabek, Indonesia. The aim also shows the investigation of the mediating role of supply chain integration among the links of quality, flexibility, delivery and innovation performance of the Fish Streat Jabodetabek, Indonesia. The data of the present study has gathered by using a questionnaire from the employees working in Fish Streat Jabodetabek while data analyze by using the smart-PLS. The results revealed that quality and flexibility have positively associated with innovation performance. The findings also show that supply chain integration positively mediates among the links of quality, flexibility, delivery and innovation performance. These findings are valuable for policy developers who develop the policies on the supply chain integration and innovation performance along with the upcoming researchers who want to examine this area in future.**

Keywords; *Quality, Supply chain integration, Flexibility, Innovation performance*

1. Background

The organizations are learning-oriented with vast capabilities to counter the global markets. The dependence of knowledge in the organizations enumerated better interactions with the customers. It is prevalent on the knowledge which is gained externally help companies to let it integrated into the vast strategies with using the supply chain activities [41]. Toward the organizational attitude, the element of learning poses a significant impact on the learning-oriented environment [37]. The effects of learning practices insert dominant measures toward the creation of various innovative techniques which help companies to get acquainted with its customers. The orientation of learning is gained through the interaction of customers for which companies strive in the attainment of competitive advantage [38]. The dependence of needs that prevail in markets pertain to the customers and market changes dominate the oriented learning which could insert vital role for the innovation [1]. However, the effective measures that are placed in the era of innovation and learning orientation are needed to be discussed with proper implementation in the innovation performance of companies. Some aspects of operational grounds require the learning orientation and innovation process that help in various ways for the countering of measures that prevail in innovation and performance developments [31]. In various ways, the determination of knowledge that prevails in the markets, companies usually strive for various desires that create the era of knowledge and also triggers to various dimensions that meet with the strategies of operations.

Supply chain strategy helps the standards of learning orientation and innovation performance to reach the peak point where companies can achieve the level of objectives. The determinacies of knowledge management and various perspectives on operational management involve the relationship between innovation performance and learning orientation [11]. The linkage with the types of operations and various strategic measures of knowledge help companies to attain various attains while the reliability of the supply chain help to configure the relationship among them [2]. Interaction between the strategic flexibilities and flexibilities of labor imposes the possible impacts on the performance of innovation. Using various implementations about the strategies of operations the construction of various dimensions have some dominance among the innovation performance, while the use of various techniques to enhance various capabilities could endorse eminent impact [39]. Different logistic approaches came forward to induce the impacts upon learning orientation and performance of innovation; therefore, various measures help to interact between them in positive and negative ways [19]. The surrounding of various variables considers some eminent measures which could be helpful for the striving effects upon the position of companies that are retained in the competitive markets [4]. Therefore, implementation of various factors could help to induce dominance toward the innovation performance which is founded significant among the companies and competitive markets.

Eminent relationship between innovation performance and learning orientation states the beliefs that prevail in organizational development. Although, development requires the effectiveness of insight information's, knowledge and awareness about the companies' effective

leaning and innovative techniques help firms to view all the hidden aspects [12]. All the orientations and innovations in companies help workers and operational management to induct immense products which contain the qualitative aspects hidden in open markets [3]. Therefore, the significance of quality among innovation performance and learning orientation dominates with significant importance [36]. Orientation usually help companies to attain various objective in significant hierarchical ways; therefore the aspects of adopted measures for delivery of goods and information is required. The possible integration of various elements prevail in the study which helps to achieve the innovation performance; therefore, induction of supply chain management between them through an integrated mean help to elaborate the role of all aspects [21]. Some determined goals are aimed through various strategic steps where the elements of flexibility, quality and delivery insert dominant role. Moreover, the integration of supply chain among them positively distributes the aspects which help in innovation performance [42]. There is a significant association of oriented learning in the organization that helps companies to attain the innovation performance from various stepping technique prevail in various companies.

2. Hypotheses development

Since it is new to the studies that knowledge significant help companies to generate new ideas with the combination of existing knowledge. It is supposed to establish innovative initiatives that could insert a dominant role in the firms [22]. Past studies used the term of knowledge in the perspective of organizational growth by the creation of various innovative techniques [34]. The generation of various innovative techniques could help companies to retain various measures from the global markets where the significance of learning orientation is imminent [10]. The capable measures of learning orientation positively help innovation performance to be treated within the management of supply chain management. The dominance of various factors that prevail in the orientation of learning help to gather various objectives which are needed to be fulfilled [40]. The ultimate aim of any organizations stands behind the development of any product or services is to win the customer trust, satisfaction etc. Once the customer is satisfied with the product it will throw positive effects all around. On the other hand, if the customer is dissatisfied with the product this will also change the entire game. There are multiple factors associated with the getting customer satisfaction like product quality, product price, product packing, product distribution, product availability etc. The organization keep these all factors in the mind while development and selling of any product. The customers in this modern world have become smarter. They need the best product at a minimal price at their doorstep. The customers have several choices for a single product. Some factors are having more importance like price and quality of the product. The customer never ever compromise over it.

Innovation is the ultimate aim of any organization to win such a high-pressure competition existing in the world. The organization strongly focus on innovation to be differentiated with their competitors. There is a detailed process that stands behind the innovation process. Research and development is the backbone of any innovation. The organizations around the globe with the competition with the help of competitive advantage. This competitive advantage creates the differentiation between the firm and its competitors. Once the competitive advantage win by the organization it will end with the success of the organization and its products.

The term quality is urged in the customer mind while having buying decision of any product. If the quality of the product wins the customer mind this will force the customer to make its mind for buying the product. The quality of any product is the key to with the customer buying decision. The role of quality in business endorses significant importance toward customer intentions. Oriented learning induces various measures in companies to maintain quality standards. [32] It could be maintained by the ways of innovative ideas that change with the change in global markets, while the effectiveness of learning orientation significantly helps quality measures. Through the performance of quality, companies usually attain various objective where the competitive advantage is one of them [24]. Quality issues are dominant in companies which endorse eminent measure upon the sustainable position in global markets; therefore, innovation and orientation help to retain the quality with possible factors to retain the sustainable advantage [7]. The competitive structure of most companies based on the quality aspects that are distributed in the markets to consumers.

H1: Quality significantly impacts innovation performance.

Flexibility approaches are identified in learning orientation which poses influence over the innovation performance [33]. It usually improves the performance byways of various physical activities that are enumerated by wide literature while the activities are maintained through proper procedures of orientation. Innovation where help companies to generate ideas also help to maintain the flexible measure in company products; therefore, reasonable approaches in the flexibility of product toward the market achieves innovation performance [30]. Product flexibility endorses eminent measure in decreasing the injury risk. Therefore, the risk of injuries is dominating in the literature where the flexibility of strategic implementation toward the products

rises in the literature [43]. Supply chain (SC) flexibility is a critical source of competitive advantage for the focal firm1 in the fast-paced business environment. A flexible SC allows the focal firm in this industry to introduce new products to cope with the market demand and survive environmental jolts. For example, the fashion industry's product ranges and styles must be constantly renewed to meet the end-customers' ever-changing tastes [26]. When treating SC flexibility as an entire system, Malhotra and there are two facets of SC flexibility: internal manufacturing flexibility and external SC flexibility. The performance could be enhanced when the flexibility of various measures are inserted in innovation performance.

H2: Flexibility significantly influences the innovation performance.

The communication of companies with their clients dominates in literature where the approach of delivery help to strengthen the innovation performance [17]. Firms effectively respond to the queries of the customer with effective measures of delivery; therefore, learning orientation endorses the dimensions of delivery for the competitive environment [14]. It is usually measured through the process of communication while, communication prevails on various standards that are denoted in the literature with wider impacts on performance [9]. Enhancement of performance could be achieved through the process of effective delivery as stated in the literature. Through the channels of marketing and various efforts of distribution, innovation performance could be enhanced; therefore, significant impact of delivery could enumerate the innovation performance [6].

H3: Delivery significantly impacts innovation performance.

Quality and innovation performance are interlinked with each other. Literature uses the term of quality and important aspect for the enhancement of links with customers [23]. Therefore, the significance of supply chain helps various measures to establish a link between them which is robustly stated in the studies. Supply chain management insert a vital role between the quality aspects and innovation performance; therefore, effective implementation of strategies between the qualitative perspectives could enhance innovation performance [18]. Supply chain management has dominant role between quality measures and innovation performance; therefore, the effectiveness prevails upon the strong relationships. Supply chain management significantly integrates the mediating link between quality and innovation performance [27].

H4: Supply chain management significantly and positively mediates between quality and innovation performance.

There is a conversion of various flexible measures toward the products; therefore, flexibility helps to increase innovation performance [16]. By the innovative ideas, the terms of flexibility have been increasing as widely stated by literature; therefore, supply chain management places the effective policies and procedures to establish a link with a robust relationship [15]. Using enormous flexible measures in the development of companies with innovation performance innovation is countered as the eminent element which endorses the significance toward the strategies of innovation and learning [13]. The dominant role of supply chain management positively inserts the mediating role among the relationship between flexibility and innovation performance.

H5: Supply chain management significantly and positively mediates between flexibility and innovation performance.

From the production of the product to the end customer requires the procedure of delivery [8]. Therefore, delivery stated as the eminent term which could not only enhance the performance of companies but also enhance the significance of innovation performance in global and international markets [28]. Supply chain management help to perform task between the delivery aspects of products and innovation performance. Usually, supply chain management is ascertained through various studies dominating role among various distribution perspectives but the significant mean of supply chain dominates between delivery and performance of firms [5]. The supply chain is dominant between companies which insert the mediating role among delivery and innovation performance.

H6: Supply chain management significantly mediates between delivery and innovation performance.

3. Methodology

The basic objective of the current article is to analyze the impact of quality, flexibility and delivery on the innovation performance of the Fish Streat Jabodetabek, Indonesia. The aim also shows the investigation of the mediating role of supply chain integration among the links of quality, flexibility, delivery and innovation performance of the Fish Streat Jabodetabek, Indonesia. The data of the present study has gathered by using a questionnaire from the employees working in Fish Streat Jabodetabek. The personal visit method has been adopted to distribute the survey to the respondents while simple random sampling has been used to select the respondents. The data has been analyzed by using the smart-PLS due to complexity of the framework. The variables that have been taken by the current article include three predictors such quality (QL) that has six items, flexibility (FLX) that has five items, and delivery (DL) that has three items. In addition, the present study used only one predictive variable such as innovation performance (IP) that has four items and one mediator such as supply chain management integration (SCMI)

that has four items [35]. These variables are mentioned in Figure 1 along with their relationships.

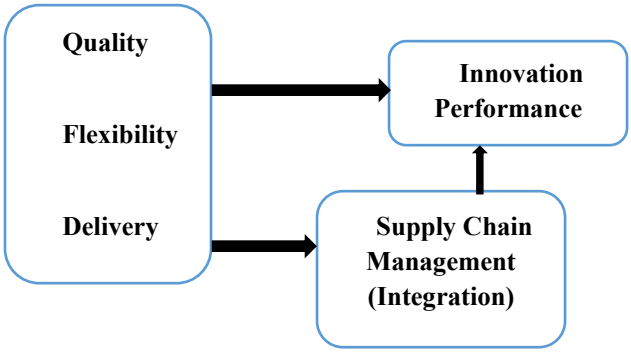

Figure 1. Research model

4. Results

The results show that the convergent validity has proved valid and high association among items because the measures such as loading meet the standard value of higher than 0.50 along with AVE. In addition, the measures such Alpha meet the standard value of higher than 0.70 along with CR. These values are mentioned in Table 1.

Table 1. Convergent validity

Items	Loadings	Alpha	CR	AVE
DL1	0.674	0.746	0.810	0.589
DL2	0.833			
DL3	0.786			
FLX1	0.756	0.759	0.845	0.577
FLX3	0.798			
FLX4	0.733			
FLX5	0.750			
IP1	0.855	0.740	0.853	0.660
IP3	0.855			
IP4	0.721			
QL1	0.680	0.834	0.877	0.545
QL2	0.764			
QL3	0.709			
QL4	0.712			
QL5	0.777			
QL6	0.780			
SCMI1	0.918	0.775	0.873	0.700
SCMI2	0.904			
SCMI4	0.665			

The results also show that the discriminant validity has proved valid and no high association among variables because the measures such as the values of Fornell Larcker and cross-loadings meet the standard value. These values are mentioned in Table 2 and Table 3.

Table 2. Fornell Larcker

	DL	FLX	IP	QL	SCMI
DL	0.767				
FLX	0.233	0.760			
IP	0.239	0.646	0.813		
QL	0.115	0.575	0.597	0.738	
SCMI	0.275	0.668	0.609	0.511	0.837

Table 3. Cross-loadings

	DL	FLX	IP	QL	SCMI
DL1	0.674	0.140	0.214	0.147	0.191
DL2	0.833	0.219	0.188	0.007	0.235
DL3	0.786	0.172	0.141	0.119	0.204
FLX1	0.127	0.756	0.472	0.536	0.434
FLX3	0.260	0.798	0.589	0.415	0.672
FLX4	0.123	0.733	0.433	0.369	0.431
FLX5	0.166	0.750	0.436	0.443	0.432
IP1	0.193	0.525	0.855	0.437	0.528
IP3	0.167	0.458	0.855	0.449	0.440
IP4	0.214	0.569	0.721	0.549	0.499
QL1	0.162	0.400	0.495	0.680	0.453
QL2	0.034	0.399	0.389	0.764	0.302
QL3	0.007	0.342	0.372	0.709	0.251
QL4	0.004	0.414	0.381	0.712	0.358
QL5	0.152	0.512	0.450	0.777	0.433
QL6	0.098	0.450	0.509	0.780	0.403
SCMI1	0.245	0.639	0.574	0.455	0.918
SCMI2	0.244	0.568	0.515	0.421	0.904
SCMI4	0.199	0.454	0.428	0.408	0.665

The results also show that the discriminant validity has proved valid and no high association among variables because the measures such as the values of Heterotrait Monotrait (HTMT) ratios meet the standard value such as less than 0.90. These values are mentioned in Table 4.

Table 4. Heterotrait Monotrait ratio

	DL	FLX	IP	QL	SCMI
DL					
FLX	0.315				
IP	0.337	0.835			
QL	0.220	0.718	0.736		
SCMI	0.389	0.840	0.796	0.623	

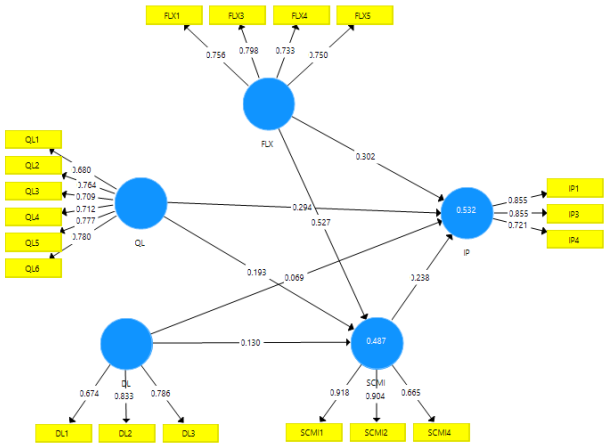

Figure 2. Measurement model assessment

The path analysis exposed that quality and flexibility have positive association with innovation performance and accept H1and H2. However, delivery insignificantly related to the innovation performance and reject H3. In addition, supply chain integration positively mediates among the links of quality, flexibility, delivery and innovation performance and accept H4, H5 and H6. These links are mentioned in Table 5.

Table 5. Path analysis

Relationships	Beta	S.D.	t-statistics	p-values
DL -> IP	0.069	0.038	1.830	0.070
DL -> SCMI	0.130	0.044	2.963	0.004
FLX -> IP	0.302	0.056	5.337	0.000
FLX -> SCMI	0.527	0.051	10.386	0.000
QL -> IP	0.294	0.046	6.401	0.000
QL -> SCMI	0.193	0.051	3.815	0.000
SCMI -> IP	0.238	0.057	4.187	0.000
DL -> SCMI -> IP	0.031	0.013	2.393	0.019
FLX -> SCMI -> IP	0.125	0.032	3.891	0.000
QL -> SCMI -> IP	0.046	0.018	2.579	0.011

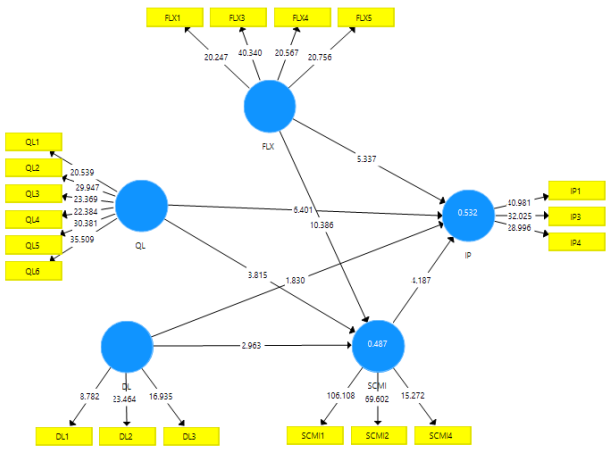

Figure 3. Structural model assessment

5. Discussion and conclusion

The results revealed that quality and flexibility have positively associated with innovation performance. These results are matched with the findings of Kim, Lee [20] who examined that quality is positively associated with the innovation performance of the organization. In addition, a study by Preenen, Vergeer [29] investigated that innovation performance depends on the flexibility of the process and this finding is similar to the output of the current study. The findings also show that supply chain integration positively mediates among the links of quality, flexibility, delivery and innovation performance. These findings are same as the outcomes of Mostaghel, Oghazi [25] who investigated that supply chain integration has positively linked with the innovation performance along with the quality and flexibility of the process. These findings are valuable for policy developers who develop the policies on the supply chain integration and innovation performance along with the upcoming researchers who want to examine this area in future. This, the current study concluded that the Fish Streat Jabodetabek has implemented the best quality and flexibly process along with the effective supply chain integration that enhances innovation performance. The present study has recommended that future study should expand the scope by adding more market under investigation. In addition, the ongoing study also suggested that the upcoming study should add the moderating factor in the framework of the study that is ignored by the ongoing study.

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