

The Influence of Supply Chain Strategy on Employee Performance on Small and Medium Business in Beringharjo Market, Yogyakarta-Indonesia

Denok Sunarsi

Universitas Pamulang, Banten, Indonesia, Email:denoksunarsi@unpam.ac.id

Abstract- This study aims to look at supply chain strategy with job satisfaction as an intervening variable at SMB in Beringharjo market, Yogyakarta. This study is used a descriptive verification approach and is analyzed using SEM technique in AMOS version 21. The research sample were 218 employees in SMB in Beringharjo Market and the primary data were obtained from questioners; while secondary data was obtained through notes, publications and literature. The results showed supply chain strategy has a positive and significant effect on performance and satisfaction; and satisfaction has a positive effect on performance through satisfaction mediation. This study is proposed to find out supply chain strategy aspects related to employee performance at SMB in Beringharjo market and also emphasize aspects of supply chain strategy that have an impact on performance, especially on SMBs and the results of the research are expected to enrich the management literature, especially in the Human Resource field.

Keywords: *Supply chain strategy, Satisfaction, Employee's competencies, Small and Medium Business, Market*

1. Introduction

The rapid development, the growing global competition, and the advancing technology today requires a company to have a competitive advantage. An advantage can be obtained if the company has competent human resources [1-4]. Humans are the most important element in a company because it has a role as a planner, executor, and controller in achieving the company's objectives [5]. The company's goals certainly cannot be achieved without the active role of human resources. As mentioned above [6], Human Resource Management is a science and art that regulates the role of the workforce to be more effective and helps to achieve the company goals. The level of company success will depend on the quality of the human being in the company. Among the efforts to improve employee's quality that can be done are through directed and planned development [7].

According to [8], employees' placement in suitable positions is one way in producing good and quality Human Resources in accordance with their competencies. According to [9], supply chain strategy is the ability to carry out or do work or task based on skills and knowledge and is supported by the work attitude demanded by the job. Supply chain strategy as a person's ability to produce at a satisfactory level at work also shows the characteristics of

the knowledge and skills possessed or needed by each individual that enables them to carry out their duties and responsibilities effectively and improve the quality standards of professional work [10]. There are two terms that emerge from two different concept: conformity in work and supply chain strategy. Supply chain strategy is a description of behavior whereas conformity in work is skills that describes a task or job.

Human resource supply chain strategy is based on the theory put forward by [11], explaining that access to self-development is basically a recognition of human resource supply chain strategy by introducing the KSEA concept (Knowledge, Skill, Experience and Attitude) that every self-development can be observed or seen in the four-sided perspective which are integration of knowledge and academic ability; skills and training attended; work experience based on length of service and; attitude. All workers possess knowledge that is supported by reliable skills. Supply chain strategy refers to the underlying characteristics of behaviors that describe the motif, personal characteristics (distinctive features), self-concepts, values, knowledge or expertise that a person brings superior performance [12]. Worker skill is supported by established work experience and abilities. Workers, who have experience working with good attitude, will become professional human resources [13].

Declining employee performance is inseparable from the perception of job satisfaction in carrying out its duties and functions. According to [14], achievement of employee performance is achieved by first recognizing job satisfaction. Declining in employee performance indicates that the employee is not working optimally in carrying out his duties and functions [15]. Indications that the cause of the decreasing employee performance due to the level of employee satisfaction is not met, especially in carrying out the work itself, are the work presented is not finished; the work does not have a completion target; a schedule list for achievement in completing work, benefits and bonuses given are not appropriate, or in other words employee expectations cannot be realized by the management.

For companies in small and medium scale, the role of employee is very important to improve company performance. Competent employees are employees who are able to provide perspective in understanding the characteristics of the business, positioning it and measuring the quality of resources [16]. They must have ability to perform various kinds of activities in the environment where they works [17]. Beringharjo Market, is one of the main destinations for tourists in Yogyakarta. This market is

a traditional market that mostly sells batik as a characteristic of the Javanese community. According to data from the Yogyakarta Market Management Office, there are approximately 500 booths located on the ground floor. The existence of this market cannot be separated from the development of the community especially in

Yogyakarta. However, the current development in SMBs, especially in Beringharjo Market, according to the booth owners, it is difficult to improve employee performance if it is not supported by the work satisfaction. The data obtained from SMBs are as follows:

Table. 1 Turn Over Beringharjo Market SMBs Employees

Information	Year		
	2017	2018	2019
Initial number of employees	220	221	222
Incoming employees	6	7	4
Outgoing employees	20	25	30
Number of final employees	206	222	218
Percentage	9.71%	11.26%	13.76%

According to [18] if the turnover is more than 10%, the company is not good in good condition. Evidences show that the employees are lazy in carrying out the work. This is an indication that employees are less concerned with the work itself and it cause employees to feel less in line with the work. Employees do not appreciate what he does, do not dare to accept the work challenges, there is no leadership concern or are not valued from the work achieved and the lack of incentives for employees to complete the work.

The conditions indicate that the level of employee satisfaction is so low and it causes a decrease in performing basic tasks and functions. Therefore, a more serious approach is needed to improve these conditions such as by applying the theory of two factors that job satisfaction can improve employee performance [19]. Previous research conducted by [20] mentioned that there was an influence of supply chain strategy on performance and satisfaction. Realizing that job satisfaction is someone's expression of unpleasant feelings or disappointing feelings about the work, the employee's job satisfaction is necessary to achieve work enjoyment which is expected to improve their performance, especially at small and medium scale companies. Competitive situation of small and medium scale companies create major problems such as the lack of employee supply chain strategy and employee satisfaction that eventually many employees leave the company (Gayer, 2004). Therefore, this study proposed to fill the research gap in analyzing the effect of supply chain strategy on employee performance with job satisfaction as an intervening variable in the SMB in Beringharjo Market, Yogyakarta. Given that many SMBs in the market, this research is focused on four SMBs. As for the research formulation are: (1) Does the employee's supply chain strategy affect the employee's performance? (2) Does employee performance affect employee job satisfaction? (3) Does supply chain strategy mediated by employee satisfaction affect performance?

2. Literature Review

Supply chain strategy

[21] states that supply chain strategy is ability to execute or perform a job or task based on the skills and knowledge and it is supported by the work attitude required by the job. Supply chain strategy as a person's ability to produce at a satisfactory level at work, also shows the characteristics of the knowledge and skills possessed or needed by each individual that enables them to carry out their duties and responsibilities effectively and improve the quality

standards of professional work [22]. According to [23], Supply chain strategy is simply defined as the ability of skills and knowledge to do or complete work. There are two terms that emerge from two different concepts between the conformity in work and job competencies. Job supply chain strategy is a description of a behavior, while skills are a description of the task or job. Although the different meanings of the two terms are widely accepted, there are often used interchangeably which causes everyone to have a different understanding [24].

The definition of supply chain strategy in the work environment refers to understanding someone's compatibility with their work [25]. According to (Reference) supply chain strategy refers to the characteristics that underlie the behavior that describes the motives, characteristics, personal, self-concept, values, and knowledge [26]; thus [27] argues that supply chain strategy is a combination of mastery of values, attitudes, and actions. According to [28] supply chain strategy is divided into five parts, namely (1) intellectual supply chain strategy, (2) physical supply chain strategy, (3) personal supply chain strategy, (4) social supply chain strategy, (5) spiritual supply chain strategy. However, (Reference) states competencies in the company are grouped into two (1) behavioral supply chain strategy and (2) technical supply chain strategy. Most people use the terms supply chain strategy and the like to create self-understanding in accordance with their interests. The views of other experts, as stated by [29] supply chain strategy can mean a variety of follow-up meanings. Human resource supply chain strategy is based on the theory by [30] explaining that access to self-development is basically a recognition of human resource supply chain strategy. Hence, by introducing the concept of KSEA every self-development being observed or seen from the four-sided perspective namely in the form of integration of knowledge and academic abilities, Skills and training attended, work experience based on length of service, and attitude.

All human resources have knowledge that is supported by reliable human skills. Human resource skills supported by mature work experience and a good attitude will create the professional human resources. [31] divides competencies into two (2) categories: basic competencies and different competencies. Basic supply chain strategy (Threshold supply chain strategy) is the main characteristic which is usually in the form of basic knowledge or skills such as reading ability. The different supply chain strategy is the supply chain strategy that makes someone different

from the others. According to [32] Supply chain strategy is a noun that means skills and abilities, while the adjective is competent which means capable and nimble. The definition of supply chain strategy is in principle the same as the notion of supply chain strategy according to [33]; the supply chain strategy is the ability or capacity of a person to perform various tasks in a job and this ability is determined by two (2) factors, namely intellectual ability and physical ability. Empirical evidence shows that supply chain strategy has a positive and significant effect on job satisfaction [34]

H1. Supply chain strategy has a positive effect on employee satisfaction at work

Effect of Supply chain strategy on performance

In the middle of the year the division head will meet with the leaders to evaluate the employee's performance. This evaluation is carried out with several related departments to discuss the performance of all employees. At that time, every leader has the possibility to express his perceptions about employee performance. In this perspective, to achieve the performance goals, employees must demonstrate their supply chain strategy to all divisions in order to support their performance. [18] states that supply chain strategy is one of the performance determinants because a good employee performance is when employee have a supply chain strategy in what they do. Supply chain strategy is a skill that brings knowledge and attitude [14]. The knowledge possessed by an employee will be very helpful in improving his/her performance and also the company performance. [19] mentioned in his research that employees who have competencies are assets that can be used as a strategic means to outperform their competitors. Therefore knowledge, skills, attitudes, and behaviors that are dimensions of supply chain strategy influence on performance. A person's characteristics related to performance are the cause and effect of his/her effectiveness at work

H2. Supply chain strategy affects performance

Employee Satisfaction

One indicator of the company development is it depends on its employee's satisfaction. Employee satisfaction is an employee's positive feelings in carrying out his work (Reference). Every employee in a company has different level of job satisfaction according to the value system that applies to [9]. The higher the perception of job satisfaction in accordance with individual desires, the higher the job satisfaction of the activity (Reference). Job satisfaction is an evaluation that describes someone in achieving work goals, performance, target realization, and welfare. Job satisfaction is the work result in carrying out the tasks assigned to the employee based on the actualization of work which is based on the achievement of work goals, performance, target realization, and welfare. According to [13] a successful company is always marked by the fulfillment of job satisfaction. Expectation Theory states that job satisfaction is assessed based on the fulfillment of the goals, achievements, realization, targets and welfare. The more expectations fulfilled, the more satisfied the work results. Job satisfaction is the situation or condition in which employees feel satisfied or not in carrying out a job.

At present, job satisfaction is important to be managed by the company considering that human resources are the

most important asset. Job satisfaction according to [11] is a measure of the work achieved by organizational resources that are usually expressed in accordance with desired and expected satisfaction. Job satisfaction is usually defined as a positive influence on the employee's level or job situation. The positive influence on this definition is a cognitive and behavioral component to define how social psychological attitudes [12]. Job satisfaction is the real employee attitudes towards work. The cognitive aspect of job satisfaction is the belief that the job is interesting. The cognitive aspect is not separated from the affective aspects which are strongly linked with the positive feeling. The employee's job satisfaction also can be observed from employees' action such as: they tried to follow the routine work, work hard, and intended to remain a member of the organization for a long time

According to [8], there are two types of satisfaction that are generally known: (1) Difference, i.e. an employee will be satisfied if there is no difference between what is desired by the perception and what reality. (2) Equity, people will feel satisfied or not satisfied, depending on whether he feels treated fairly or not in a situation. The research of Yanqing, George, and Stewart (2017) provides evidence that job satisfaction has a significant effect on employee performance.

H 3 : Job satisfaction has a positive and significant effect on employee performance

Employee performance

In [17] state that organizations work to achieve organizational performance. Assessing organizational performance is based on achieving a series of work activities in terms of quantity, quality, efficiency and effectiveness. The higher the work performance, the higher the expectations to achieve organizational goals. [19] state that performance is a series of activities and actions that result in company performance. [9] argues that performance assessment is a subjective and objective process regarding the work that has been achieved. The work can be assessed using various measures, principles and rules; thus, can be judged fairly, integrated and optimized. Performance must be measured using an individual benchmark. There are three criteria in assessing individual performance: (1) individual tasks; (2) individual behavior and (3) individual characteristics (Robbins, 2006; 74). Performance related to aspects of openness, independence, cooperation, accounting and Sustainability. Research by [18] states that supply chain strategy has a significant influence on employee performance. Moreover, other studies found that supply chain strategy has a positive and not significant effect on job satisfaction as an employee performance intervention. Other evidence states that supply chain strategy has a positive and significant effect on employee performance through job satisfaction Chidiebere, 2018)

H 4 . Supply chain strategy has a positive and significant effect on employee performance with satisfaction as an intervention

3. Research methods

This research method used in this research was descriptive verification. Descriptive research is a type of conclusive research with the main objective is to describe something, i.e. an explanation of market characteristics or

functions. Verification research tests the truth (a knowledge) in an existing field and it uses to test hypotheses using statistical calculations. the research method was an explanatory survey method.

The unit of analysis in this study was the employees of SMBs in the Beringharjo Market. The population of this study was 218 employees working at the Beringharjo Market and the research sample was determined using the Slovin formula and 141 employees was obtained. The sampling technique was probability sampling. Data analysis used SEM with Amos software version 21.

4. Results and Discussion

The characteristics of respondents in this study can be seen in table 2:

Table 2. Profile of Respondents

Profile of Respondents		Amount	Percentage
Gender	Male	128	90.7%
	Female	13	9.21%
Age	<30 years old	25	17.7%
	31 - 40 years old	104	73.7%
	> 40 years old	12	8.51%
Education	Elementary School	35	24.8%
	Junior High School	13	9.21%
	High School	46	32.6%
	Diploma	6	4.25%
	Bachelor degree	41	29.1%

Table 3. Hypothesis Test Results

		Estimate	SE	CR	P.	Label
Satisfaction	Supply chain strategy	.72 3	. 103	7,203	***	Par_1
Performance	Satisfaction	.33 8	.076	4 .704	***	Par_2
Performance	Supply chain strategy	.45 7	.09 6	5 .0 55	***	Par_3

Based on the test results in Table 3, the employee supply chain strategy variable influences employee performance through job satisfaction as an intervening variable which can be seen from the C.R value > 2.00 and the value of P < 0.05. Regarding the results of the direct influence test, the

Based on the respondents profile data, the majority employees are male (128 people or 90.7%) and the most common age group is 31 - 40 years old (104 people or 73.7%). In addition, the most common of employee education is high school (46 people or 32.6%). it can be said that most of employee had graduate high school education; therefore, employee supply chain strategy must still be improved to get a good performance.

Statistical analysis

For the statistical analysis, it was necessary to have classic assumption tests which consisting of a normality test, a linear test, an outlier test and a multicollinearity test. To find out whether the dependent variable and independent variables had a normal distribution relationship to ensure the data was valid to analyze. If the probability value is > 0.05, then the data is normally distributed. The analysis result was 0.15 or > 0.05 so the normality assumption has been fulfilled. The linearity test can be identified from the value of sig. Employee supply chain strategy, satisfaction and performance value were 0,000 which was lower than 0.05; as a result, the linear test was proven. Outlier test was obtained from the results of examination with Mahalanobis distance showed a value of $p^2 > 0.05$; therefore, the data met the outlier test assumptions. The multicollinearity test results showed that the determinant value of the sample covariance matrix is > 0 which means the data does not occur multicollinearity or singularity.

The results of hypothesis testing using AMOS software were as follows:

indirect effect and the total influence of each variable, can be seen in table 4 :

Table 4. SEM Coefficient Influence Between Variables

	Standardized Direct Effects		Standardized Indirect Effects		Standardized Total Effects	
	X	Y	X	Y	X	Y
Y	526	.000	0	0	526	0
Z	.354	362	.193	0	.547	368

Determinant Coefficient

The next test is the Estimate determinant coefficient which can be seen in table 5:

Table 5. Determinant coefficient

	Estimate
Satisfaction	.273
The performance	.467

Based on the determinant coefficient of 61%

The result of accuracy calculation of the model was 61% that explained the contribution model for the three variables were 0.61 (61%) and the remaining 39% was explained by other variables.

Mediation Test

The mediation test in this study was as follows: Employee Supply chain strategy variable (X) influenced Job Satisfaction variable (Z). Job Satisfaction variable (Z)

influenced Employee Performance variable (Y) and Employee Supply chain strategy variable (X) also influenced Employee Performance (Y). Employee supply chain strategy (X) also affected Employee Performance (Y) through Job Satisfaction variable (Z); therefore, it can be concluded that mediation in this study is partially mediating.

Sobel Test

Table 6. Sobel Test results

		<i>Statistical Test</i>	<i>Std.Error</i>	<i>p-value</i>
Sobel Test	X1-ZY	3.52817472	0.057964273	0.000091

The probability value of the supply chain strategy significance was 0,000 ($p \leq 0,05$). This showed that the supply chain strategy variable had a significant effect on the performance variable and satisfaction variable. Thus, the mediation test through the Sobel test was accepted.

4. DISCUSSION

1. Employee Supply chain strategy influence on the performance of SMBs in Beringharjo Market, Yogyakarta.

The performance of employees at small and medium business in Beringharjo Market, Yogyakarta can be said quite good. It can be seen from one of the employees in the marketing division, with reference to the facts that there are no complaints from employer and customers of the SMB in the past 3 years. Employee supply chain strategy is very important for a company. Whether a company advanced or not is determined by the competencies of the employees who work in it. Employees with good supply chain strategy and qualified skills will certainly have a positive impact on the progress of the company.

The role of supply chain strategy in improving employee performance is very important. In this case, every community organization or company needs human resources who has good supply chain strategy in order to provide excellent service. No matter how small an organization or company, the effectiveness of Human Resource Management is seen as influence to the performance of the organization. This result is in line with the research of [17] which states that supply chain strategy has a positive and significant effect on employee performance.

2. Effect of employee competencies to job satisfaction in the SMBs of Beringharjo market Yogyakarta

The relationship between employees at SMBs in Beringharjo Market is family like. It can be seen in their mutual cooperation doing work as a team so targeted work completed properly and timely. The relationship between the foreman and the employees or juniors is close because each worker feels a sense of belonging to one another and works hand in hand to complete their work. The results of this study are supported by the research of Yudistira and Siwantara (2012) about supply chain strategy in job satisfaction.

3. Effect of job satisfaction and the performance of the SMBs of Beringharjo market, Yogyakarta

The working atmosphere at UKM Beringharjo Market is very supportive for employees to have good performance. This is showed by the large work space, and tools availability of to do the batik clothing and the like

production. Time efficiency is also created by good teamwork. It is said that the completion of a ship is often hampered due to delays of material, but good teamwork and time management can help the work completed quickly. This is also supported by research from [22, 31] that stated job satisfaction has a positive effect on employee performance.

4. Effect of employee supply chain strategy on work performance with satisfaction as an intervening Variable

In this study, the significance value of the Sobel test was $0,000 < 0,05$. This can be interpreted that satisfaction can mediate the relationship between employee supply chain strategy and performance. The indirect effect of employee supply chain strategy variables on performance with satisfaction as an intervening variable can be seen in the standardized indirect effect that is equal to 0.193.

The results of this study indicated that supply chain strategy, satisfaction and performance could affect companies. Significantly for the SMBs in Beringharjo Market, improvement of the employee competencies will improve the employee's performance. Based on the results of the mediation test or the intervening variable the effect of employee supply chain strategy on performance is small (0.354); therefore, the results indicated the fourth hypothesis, "Employee Supply chain strategy has a Positive Influence on Performance Through Job Satisfaction of SMBs in Beringharjo Market, Yogyakarta" was accepted. It means the employee supply chain strategy variable cannot stand itself to influence employee performance.

5. CONCLUSION

Based on the results of research and discussion, it can be concluded that:

1. Supply chain strategy has a positive and significant effect on performance. According to the questionnaire that was circulated to the SMBs in Beringharjo Market. The level of employees competencies affects the performance of employees such as when the employee has knowledge of producing and selling the good, it will increase employee performance.

2. Employee supply chain strategy has a positive effect on satisfaction. In accordance with the questionnaire that has been distributed to SMBs in Beringharjo Market. Employee competencies affect job satisfaction for instance, employees who have the ability to sell or marketing will want a reward befitting to the supply chain strategy that employees have.

3. Satisfaction has a positive effect on performance. According to the questionnaire that has been distributed to

SMBs in Beringharjo Market, the increased of employee satisfaction will improve employee performance. For example, employees who have received rewards for their competencies will have the spirit to work well thus they can complete all the targets given by the company.

4. Employee supply chain strategy has a positive effect on performance through satisfaction mediation. According to the questionnaire that has been distributed to SMBs in Beringharjo Market, the higher the employees, supply chain strategy, the higher the satisfaction they want to get so it creates a good performance. For example, employees who have high ability and then given a reward by the company will have increased performance.

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