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- Statistics, Probability and
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12

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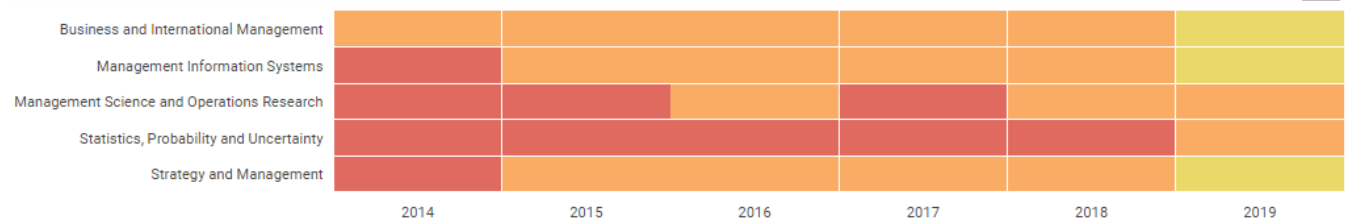
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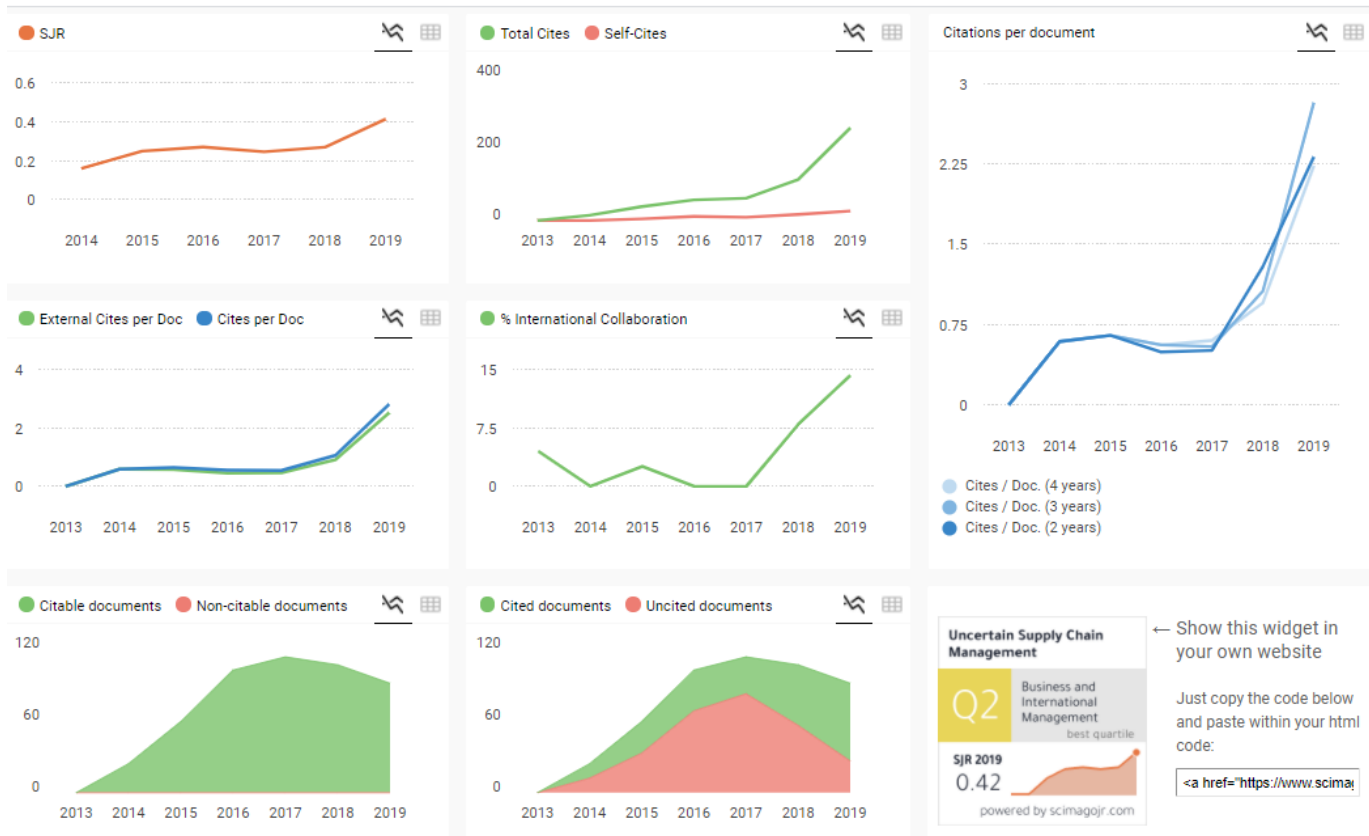
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Quartiles

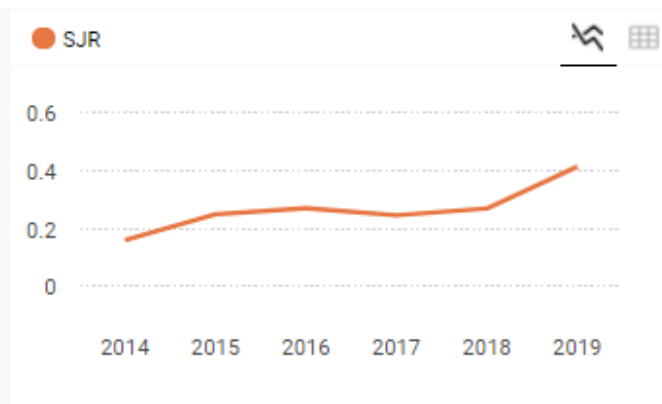


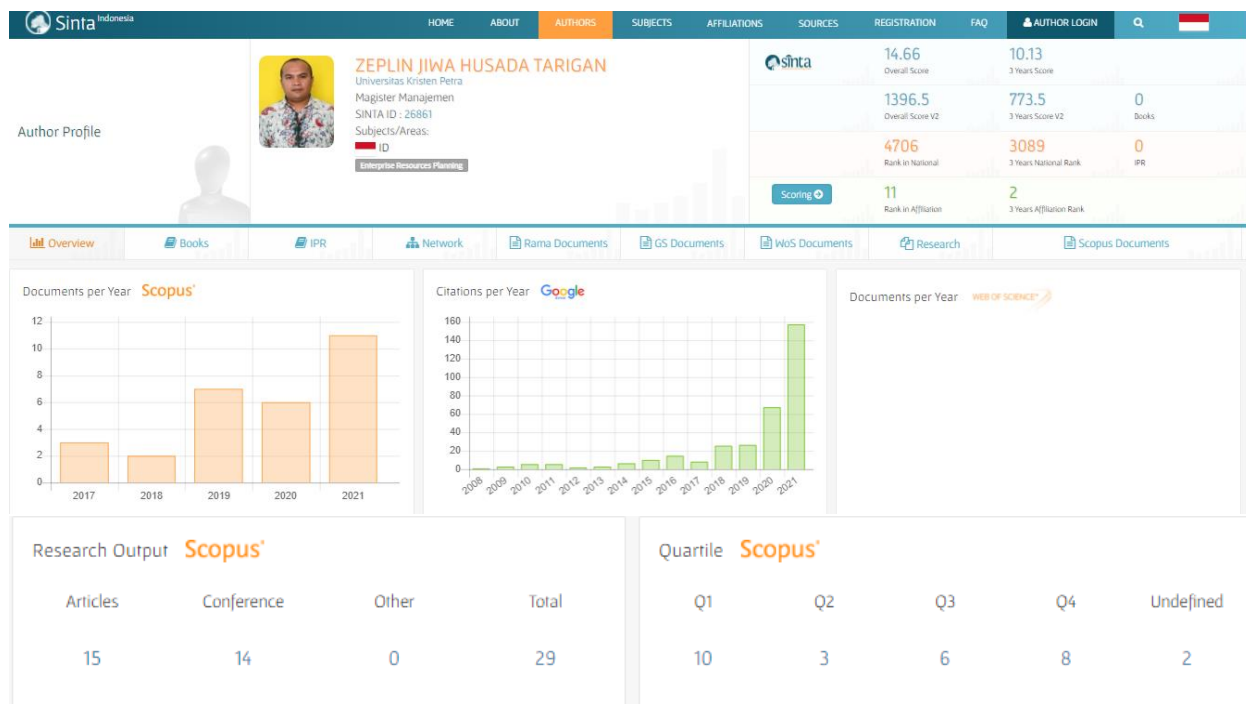


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Q4	Effect of key user empowerment, purchasing strategy, process integration,production system to operational performance E3S Web of Conferences vol: 130 issue : 2019-11-15 Conference Proceedin	2

Last updated March 7, 2021

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- Academy Journals
- The Academy of Business & Retail Management (ABRM)
- Academy of Business & Scientific Research (ABSR)
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- Academy of Knowledge Process
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Original description by J. Beall

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- Allied Journals
- Ambit Journals
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 - Apex Journal
 - Applied Science Innovations (**note:** their journal "Carbon: Science and Technology" is [indexed by DOAJ](#))
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[publishers are here.](#)

We hope that tenure and promotion committees can also decide for themselves how importantly or not to rate articles published in these journals in the context of their own institutional standards and/or geocultural locus. We emphasize that journal publishers and journals change in their business and editorial practices over time. This list is kept up-to-date to the best extent possible but may not reflect sudden, unreported, or unknown enhancements.

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- Gexin Publications
- Global Academic Institute
- Global Advanced Research Journals
- Global Business Research Journals
- Global Institute for Research and Education
- Global International Scientific Analytical Project (GISAP), see International Academy of Science and Higher Education
- The Global Journals
- Global Journals, Inc. (US) (**new website:** <https://globaljournals.org/> and <https://journalofscience.org/>)
- Global Open Journals
- Global Openaccess
- Global Publishing Corporation
- Global Research Journals
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- Global Research Publishing (GRP)
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- Global Scholars Journals
- Global Scholars Journals
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- Global Science Publishing Group
- Global Science Research Journals
- Global Scientific, Inc.
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- GlobalSkope Publishing Society
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- Scholars Academic and Scientific Society (SAS Society)
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Uncertain Supply Chain Management



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Welcome to the online submission and editorial system for *Uncertain Supply Chain Management*



Supply chain management (SCM) plays an essential role in managing the movement of raw materials into an organization, certain issues of the internal processing of materials into finished goods, and the movement of finished products out of the organization for end-consumer delivery. The goal of SCM is to improve trust and collaboration among supply chain partners and to improve inventory visibility. However, many SCM problems deal with uncertain events such as uncertainty in demand, supply, quality, price, etc. This forum is dedicated to all scholars who wish to share their ideas about uncertainty in SCM problems. Uncertain supply chain management is a quarterly publication dedicated to all scientists in all over the world who wish to share their experiences and knowledge in this field. Our policy is to perform a peer review on all submitted articles and publishes original and high quality articles. The following covers the areas of SCM works covered by this journal,

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CiteScore (2018) 5.50
SJR (2018) 0.395
SNIP (2018) 1.276
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1. [The performance improvement of sustainable palm oil supply chain management after COVID-19: Priority indicators using F-AHP](#) *Pages: 227-236*

Novira Kusriani and Maswadi  PDF (360K)

Abstract: The performance of sustainable supply chain management today, especially for palm oil, continues to experience a drastic decline from the social, economic, and environmental perspectives. Both the supply and demand sides are undergoing severe disruption due to the COVID-19 pandemic. To survive the COVID-19 situation and afterward, the palm oil industry needs to focus on priority indicators for immediate improvement. For that reason, our study aims to determine the primary indicators used to assess the performance of sustainable supply chain management to improve the palm oil industry's performance immediately. The F-AHP method is used to rank which indicators are focused on the COVID-19 situation and thereafter. The findings of this study designate that there are three main indicators, namely from the economic side (adaptability), the social side (improving employee health and safety), and the environmental side (sustainable supplier management). This finding is beneficial for the industry and for supply chain actors such as suppliers, customers, and the government in taking attitudes and setting policies related to sustainable supply chain management in the face of pandemic.

DOI: 10.5267/j.uscm.2021.3.010

Keywords: COVID-19, Palm oil, Performance, Sustainable supply chain management



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2. [The effect of competitive strategies on company performance with supply chain management as moderating variables in Indonesian manufacturing corporations](#) *Pages: 237-246*

Dadang Hermawan  PDF (360K)

Abstract: Dry Port, a supply chain company, strives to bring its workers up to speed in the current VUCA world. The study explores the degree to which ambidexterity affects agility, which can impact organizational effectiveness. The structural equation model with multilevel simulation used to test the research hypothesis. The study indicates that ambidexterity is an influential factor to agility, and that ambidexterity is also an impactful factor to agility and organizational effectiveness. Furthermore, there is also evidence that the power of agility contributes to greater organizational effectiveness, and also that ambidexterity has an impact on organizational effectiveness through workforce agility. To achieve organizational effectiveness in dry port business, mobile devices and social network technology are functional enablers of ambidextrous activities that can allow staff to be agile in handling dry port business tasks.

DOI: 10.5267/j.uscm.2021.3.009


Keywords: Competitive Strategy, Firm Performance, Supply Chain Management



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3. [Ambidexterity and agility in achieving dry port effectiveness in the greater Jakarta](#) *Pages: 247-254*


Maria Grace Herlina, Lasmy, Darjat Sudrajat, Dicky Hida Syahchari, Hardijanto Saroso and Erik Van Zanten  PDF (360K)

Abstract: Dry Port, a supply chain company, strives to bring its workers up to speed in the current VUCA world. The study explores the degree to which ambidexterity affects agility, which can impact organizational effectiveness. The structural equation model with multilevel simulation used to test the research hypothesis. The study indicates that ambidexterity is an influential factor to agility, and that ambidexterity is also an impactful factor to agility and organizational effectiveness. Furthermore, there is also evidence that the power of agility contributes to greater organizational effectiveness, and also that ambidexterity has an impact on organizational effectiveness through workforce agility. To achieve organizational effectiveness in dry port business, mobile devices and social network technology are functional enablers of ambidextrous activities that can allow staff to be agile in handling dry port business tasks.

DOI: 10.5267/j.uscm.2021.3.008

Keywords: Ambidexterity, Agility, Organizational effectiveness, ICT, Social web

4. [Supply chain management and logistic presentation: Mediation effect of competitive advantage](#) *Pages: 255-264*

Kannapatt Kankaew, Lis M Yapanito, Rojanard Waranontiri, Sijamsul Arief, Hamzir, Nila Sastrawati and Marcos Rosamel Espinoza-Maguña  PDF (360K)

Abstract: Supply chain management (SCM) practices have become strategic resources and capabilities for enhancing both competitive advantage logistic performance (ORGP). However, it is not clear how SC Practices influence logistic performance in the agribusiness context. However, the mechanism of SCMPs effects is not yet understood since extant literature has produced mixed results. Hence, this study sought to test the impact of mediation of the competitive advantage of relations between SCMP and Reperform the point of view of Kenya's dairy supply chain. The study examined four estimates that were tested using partial minimum square structural equation modeling (PLS-SAME) techniques to work out the purpose of the study. Across-departmental survey design has been used to collect preliminary data from 109 dairy cooperatives in thirteen major dairy producing counties in Kenya. The results reveal that SCM practice has a positive and significant effect on CA (P=0.730) and ORGP (P=0.237). In addition, THERE is a positive, statistically significant effect on THECAORGP (P=0.522). Further results show that CA mediates the relationship between SCMP and ORGP. Consequently, the study concludes that SCMPs first generate CA, which in turn enhances ORGP in a logistic sense. Theoretically, the study provides insights on the resource-based view theory as well as a conceptual framework for its validation. Similarly, the study informs managers and policymakers in knowing specific SCMPs to focus on to enhance CA and ORGP of the dairy cooperatives in Kenya.

DOI: 10.5267/j.uscm.2021.3.007


Keywords: Competitive advantage, Logistic performance, Supply chain management, PLS-SEM





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5. ■ **The role of green supply chain management practices on environmental performance in the hydrocarbon industry of Bahrain: Testing the moderation of green innovation** *Pages:265-276*
Saad Darwish, Syed Mir Muhammad Shah and Umair Ahmed PDF (360K)
 Abstract: Recently, environmental degradation has become a global issue, and a green supply chain has been considered as the appropriate solution for it. Also, this issue gets the intentions of recent researchers. Thus, the current article aims to examine the impact of green supply chain practices such as green purchase, internal environmental management, and customer environmental cooperation on environment performance in Bahrain. The goal also includes examining the moderating role of green innovation among the nexus of green purchase, internal environmental management, customer environmental cooperation, and environmental performance in Bahrain. The primary data collection method has been executed by the study and collected data by using questionnaires. The employees of the supply chain department of the hydrocarbon industry in Bahrain are the respondents. The statistical results show that green purchase, internal environmental management and customer environmental cooperation have positive relationships with environmental performance. The outcomes also exposed that green innovation has played an influential moderating role among the nexus of green purchase, internal environmental management, customer environmental cooperation, and environmental performance in Bahrain. These findings provide guidelines to the regulators that they should develop effective policies related to the implementation of supply chain practices that improve environmental performance.
 DOI: 10.5267/j.uscm.2021.3.006
 Keywords: Green supply chain, Green purchase, Internal environmental management, Customer environmental cooperation, Environment performance, Green innovation
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6. ■ **Performance of supply chain management and digitalization of human resource information in SMEs** *Pages:277-282*
Ansa Savad Salim and M. M. Sulphay PDF (360K)
 Abstract: The aim of this study is to determine the influencing factors of Supply Chain Management and digitalization of human resource information practices in the small and medium enterprises of Oman. Digitalization of human resource information is the adoption of electronic means to the human resource activities of Supply Chain Management. In this system, the whole human resource activities are implemented through electronic means with the support of information technology (IT) infrastructure. To measure the Digitalization of Human Resource Information Practices and the performance level of Supply Chain Management, two adopted constructs from two different studies were used. The study samples were taken from the SMEs of Oman. Almost 180 employees of different provinces responded to the questionnaires translated into vernacular language through google forms and a few hardcopy surveys were distributed to different locations with the support of SMEs and few entrepreneurs. The study found a significant positive relationship between the Performance of SCM and the Digitalization of Human Resource Information of a prominent variable electronic communication and other variables were found with no significant relationship. The finding of the study acts as a significant contributor to the existing literature on SCM as well as human resource management.
 DOI: 10.5267/j.uscm.2021.3.005
 Keywords: Performance of Supply Chain Management, Digitalization of Human Resource Management, Small and Medium Industries, Electronic Human Resource Management
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7. ■ **The effect of competency management on organizational performance through supply chain integration and quality** *Pages:283-294*
Zeplin Jiva Husada Tarigan, Jenny Mochtar, Sautma Ronni Basana and Hotlan Siagian PDF (360K)
 Abstract: Synergy is built by manufacturing companies with suppliers and customers in the supply chain to improve organization performance. The research provides simultaneous testing of competency management, supply chain integration, supply chain quality, operational capability as a strategy to improve company performance. Collecting data for medium and large manufacturing companies in Indonesia are performed by sending a questionnaire link via email and WhatsApp. 625 respondents received the questionnaires and 152 respondents filled them with a response rate of 24.32%. Data analysis was performed using partial least squares to test the hypotheses and found that competency management had a direct impact on supply chain integration (0.598), supply chain quality (0.387) and operational capability (0.346). Supply chain integration affects increasing supply chain quality (0.428), operational capability (0.619) and organizational performance (0.255). Supply chain quality impacts increasing operational capability (0.260) and does not significantly affect organizational performance (0.018). The operational capability of a manufacturing company has an impact on improving organizational performance (0.584). Practical contribution is that managers who manage the supply chain must continue to enhance skills and knowledge and supply chain components in quality for increased performance.
 DOI: 10.5267/j.uscm.2021.3.004
 Keywords: Competency manager, Supply chain integration and quality, Production capability, Performance
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8. ■ **The effect of CRM on employee performance in banking industry** *Pages: 295-306*
Lis M. Yapanto, Ahyar Muhammad Diah, Kannapat Kankaew, Anita Kusuma Dewi, William Rene Dextre-Martinez, Ardhariksa Zukhruf Kurniullah and Luiz Augusto Villanueva-Benitez PDF (360K)
 Abstract: The relationship between the organization and its clients is the life of every enterprise, whether it is a multinational corporation of several billion employees and a multi-million-deposit business or sole traders with a handful of daily customers. The relationship between the organization and its traditions is the key concern. Between these two cases, consumer relationship management (CRM) is the same in theory and may differ significantly. Both the company and consumers have some factors to meet, such as the desires and expectations of all sides, before forming a contract. We need to earn a profit to succeed and to improve clients expect excellent support, better goods and reasonable pricing. The implementation of a CRM program will impact consumer service and customer knowledge for various purposes. Likewise, adopting a CRM strategy would definitely affect consumer loyalty and awareness. CRM guarantees that consumers are happy and strengthens ties between the company and its clients. Such practices improve the partnership between customers and sales representatives. The study carried out the quantitative approach in the delivery of the questionnaire to more than 100 bank customers. In concise and inferential statistics, the data were handled using the SPSS statistical method. Data indicates that the strong relationship between consumer loyalty and customer happiness of CRM technologies occurs and the stronger the overall customer satisfaction score, the larger the volume of CRM technology deployed.
 DOI: 10.5267/j.uscm.2021.3.003
 Keywords: CRM, Customer retention, Technology, Alignment, Satisfaction
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9. ■ **Optimal order quantity considering carbon emission costs, defective items, and partial backorder** *Pages:307-316*
Yosef Daryanto and Bellachintya Retna Christata PDF (360K)
 Abstract: To respond to the adoption of carbon pricing regulations, researchers and industry are developing low carbon inventory models that can meet emission reduction targets while maintaining company profits. The challenge is getting tougher when the company is still facing problems related to imperfect product quality. This research solves this problem by developing an economic order quantity (EOQ) model by considering several sources of carbon emissions, as well as the influence of the defective rates, different demand rates, selling price and holding cost for defective products, and shortages backorder. The objective function of the formulated mathematical model is to minimize the total costs which include the emission costs. A numerical example is developed to illustrate the model based on the previous data set. Sensitivity analysis is also carried out to validate the model and to learn more about the system characteristics. The total emissions are calculated and the affecting factors are identified.
 DOI: 10.5267/j.uscm.2021.3.002
 Keywords: Economic order quantity, Defective items, Partial backorder, Carbon emission
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[Open Access](#) [Article](#)
10. ■ **Effect of halal management system certified awareness on consumer purchase intention** *Pages:317-328*
Erfan Soebahar, Abdul Ghoni and Kurnia Muhaqarah PDF (360K)
 Abstract: This study aimed to measure the effect of attitude, subjective norm and perceived behavioral control on purchase behavior of consumers in Tangerang which are mediated by purchase intention and moderated by halal awareness. Data collection was done by simple random sampling to the 510 population of working consumers. The returned and valid questionnaire results were 311 samples. Data processing was used in the SEM method with SmartPLS 3.0 software. The results of this study concluded that attitude, subjective norm and perceived behavioral control have a significant effect on purchase intention. Meanwhile, purchase intention has a significant effect on working student purchase behavior, and halal awareness moderated effect of purchase intention on purchase behavior.
 DOI: 10.5267/j.uscm.2021.3.001
 Keywords: Halal awareness, Purchase intention, Subjective norms, Halal food, Theory of planned behavior
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11. ■ **The mediating role of product planning and development on the relationship between markets strategies and export performance** *Pages:329-342*
Almeda Musa Mohamed Ibrahim and Mohamed Salih Yousef Ali PDF (360K)
 Abstract: To ensure competition and survival of business, understanding the indicators or drivers of export performance is important. Based on the organizational learning theory and strategic fit theory, this study aims to test the influence of market exploration strategies (MERS) and market exploitation strategies (METS) on SMEs' export strategic performance, export financial performance (EFP), and export customer performance (ECP). This study confirms the leading mediating role of product planning and development (PPD) in the effects of MERS and METS on export performance outcomes. The authors collected questionnaire data electronically from 122 experienced SMEs that conduct international transactions in Saudi Arabia. Results from the Analysis of Moment Structures indicate that MERS and METS positively influence export performance; PPD mediates the relationship between MERS and METS in export performance dimensions; and number of sales and ownerships are control variables that influence EFP and ECP, respectively. This study contributes to the literature and society by proposing a framework that addresses the direct and indirect relationships between export marketing strategies and PPD, and their effects on SMEs' export performance.
 DOI: 10.5267/j.uscm.2021.2.009
 Keywords: Export performance, Market exploitation, Market exploration, Product planning and development
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[Open Access](#) [Article](#)
12. ■ **Optimizing the polymer waste supply chains based on circular economy** *Pages: 343-350*
Tetyana Skrypko, Nazariy Popadynets, Tetiana Yakimo, Roman Shulla, Tetiana Vlasenko, Inna Iryshecheva and Yevheniia Boiko PDF (360K)
 Abstract: The paper shows the results of an empirical study on the optimization of polymer waste supply chains based on the circular economy in Ukraine. The research shows that the main links in the activity should be harmonized for quality and quick optimization of polymer waste supply chains, including the processes of collecting, sorting, treatment, processing, and recycling of resources for maintaining the quality by total cost reduction. The research argues that the circular economy that stipulates the easy processing, recycling, disassembling, and restoring of products replaced the traditional linear model "take, produce, and throw out" that has dominated the economy by now. The study shows that the transformation of supply chains in production ecosystems forms competitive advantages at the enterprises that allow them to be more productive through efficient use of resources.
 DOI: 10.5267/j.uscm.2021.2.008
 Keywords: Circular Economy, Waste Management, Recyclables Supply, Polymers
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13. ■ **Multi-product multi-vehicle inventory routing problem with vehicle compatibility and site dependency: A case study in the restaurant chain industry** *Pages:351-362*
Shunichi Ohmori and Kazuo Yoshimoto PDF (360K)
 Abstract: We study an inventory routing problem (IRP) for the restaurant chain. We proposed a model a multi-product multi-vehicle IRP (MMIRP) with multi-compatibility and site-dependency (MMIRP-MCSD). The problem was formulated as a mixed integer programming (MIP). This model is difficult to solve because it is a problem that integrates MMIRP, a multi-compartment vehicle routing problem (MCVRP), and a site dependent VRP (SDVRP), each of which is difficult even by itself. Therefore, in this study, we proposed three-stage Math Heuristics based on the cluster-first and route-second method. In the numerical experiment, verification was performed using actual data, and knowledge on the decision making of the optimum vehicle type was obtained.
 DOI: 10.5267/j.uscm.2021.2.007
 Keywords: Inventory Routing Problem, Logistics, Combinational Optimization
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14. ■ **The effects of strategic planning, purchasing strategy and strategic partnership on operational performance** *Pages: 363-372*
Zeplin Jwa Husada Tarigan and Hotlan Staglan PDF (360K)
Abstract: The global competition in the manufacturing industry has obliged the companies to adopt an efficient and effective business process and adaptability of the company's competitive strategy following the external uncertainty conditions. The competitive strategy should enhance the competitiveness of the company, which is formulated during the strategic planning process. This paper investigates the impact of strategic planning, purchasing strategy, strategic partnership, on operational performance. The research has surveyed, using a questionnaire with a five-point Likert scale, 135 manufacturing companies domiciled in the region of East Java, Indonesia. Data analysis used the PLS technique. The objective of the analysis is to assess the measurement model for validity and reliability. Besides, the analysis also examines six hypotheses developed. The result reveals that all six hypotheses were empirically supported. The manufacturing company's strategic planning influences the purchasing strategy and strategic partnership. The result also shows that purchasing strategy through periodic evaluation of supplier capability, influences the strategic partnership in terms of involvement of suppliers in the business process of the company. Overall, strategic planning, purchasing strategy, and strategic partnership affect operational performance. It was also found that purchasing strategy and strategic partnerships mediate the influence of strategic planning on the performance. The results presented here may facilitate improvements in operational performance in the context of supply chain management. This paper also contributes to the ongoing research in the supply chain management theory.
- DOI: 10.5267/j.uscm.2021.2.006
Keywords: Strategic planning, Purchasing, Partnership, Operational Performance
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15. ■ **The factors influencing modeling of collaborative performance supply chain: A review on fresh produce** *Pages: 373-392*
Eli Susanto and Norfaridatul Akmaliah Othman PDF (360K)
Abstract: The aim of this study is to identify and explore the success factors that influence the fresh product supply chain collaborative performance system (CPS) towards the flow of information among partners along the chain, and the supply chain relationships of all partners in it by identifying the role played by information structures at the planning level of supply chain collaboration, as well as providing policy insights to stakeholders in different countries to analyze applicable implementation. This research method uses a research approach by reviewing the previous literature that was selected deliberately during the last 10 years; journal papers, conferences, working papers, and Ph.D. thesis. Using three steps, the first step found 189 articles. The second step was to get 96 articles that match the topics raised. Finally, the third step, determined 39 articles selected as important topics focusing on fresh production areas and they were categorized and analyzed. This study is considered to be our best knowledge to examine the success factors influencing CPS in FPSC, such as; knowledge of the benefits of collaborative performance systems, reluctance to change, collaborative culture, trust, technology and information, social relations, environmental friendliness, and sustainability security and safety. The theoretical framework, was also developed incorporating the principles of supply chain network collaboration, taking into account the importance of business strategy and inter-organizational network theory, to strengthen the evidence for the relationship between the collaborative planning levels in usable information flow, at both the strategic, operational and tactical levels in the supply chain collaboration. The implication of this research is intended to examine the success factors that influence it, so that it can be developed and become the basis for improvement models that are still rarely applied in this field, from the influencing factors that exist in the collaboration structure.
- DOI: 10.5267/j.uscm.2021.2.005
Keywords: Supply chain collaboration, Information structure, Influence factors, Farmer, Fresh produce
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16. ■ **The effects of applying just-in-time production system on maximizing profitability of small and medium industrial companies in Jordan** *Pages: 393-402*
Hamadeh Abu-Khalifa and Saleh K. Al-Okdeh PDF (360K)
Abstract: This study aimed to investigate the extent of applying just-in-time production system on maximizing profitability of small and medium industrial companies in Jordan, where maximizing profitability of companies represented in both (reducing product costs and reducing ending inventory obsolescence) for those companies. In order to achieve the objectives of the study, a questionnaire was designed as a tool for study and was distributed to the study sample represented by administrative managers and financial managers in small and medium industrial companies. The study community consisted of (235) companies of small and medium industrial companies. The Robert Mason equation was used to determine the sample size which consisted of 146 companies, where this study distributed 292 questionnaires, and 217 of them were received, while 33 questionnaires were excluded, and the final sample was 184 questionnaires. The results of the study showed that there is a statistically significant impact of applying just-in-time production system on maximizing profitability of small and medium industrial companies in Jordan, and there is a statistically significant impact of applying just-in-time production system on (reducing product costs and reducing ending inventory obsolescence) in small and medium industrial companies. The Study recommended a number of recommendations, the most important of which is: It is necessary to review the successful experiences of international companies that adopt applying just-in-time production system, and to benefit from them by small and medium industrial companies in Jordan in applying just-in-time production system as an advanced tool for cost management and thus maximizing their profitability.
- DOI: 10.5267/j.uscm.2021.2.004
Keywords: Just-In-Time production system, Profitability, Small and medium industrial companies
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17. **The barriers of responsible agriculture supply chain: The relationship between organization capabilities, external actor involvement, and supply chain integration** *Pages: 403-412*

Irayanti Adhiant, Togar M Simatupang, Yuanita Handayani PDF (360K)

Abstract: Responsible Supply Chain (RSC) has become an important issue in the agricultural supply chain, along with the development of the sustainable agriculture concept. Furthermore, responsible agriculture helps to ensure the availability of food and maintain land quality, enabling the land to last for a long time. However, in practice, creating a responsible agricultural supply chain is rather difficult, especially in developing countries, where numerous barriers hinder the implementation of RSCs. This study therefore is an exploratory research aimed at finding the barrier factors to implementing responsible action in the agricultural supply chain. Multiple Case study research methods were conducted to provide answers to the research question. Meanwhile, data collection was performed through in-depth interviews with two agribusiness companies, and interpretive Structural Modelling was used to analyse the data obtained. The results showed the barrier factors faced in implementing responsible action within the agricultural supply chain include poor organizational capabilities, external actor involvement, and lack of supply chain integration. Organizational capabilities, including cost management, knowledge management, and organizational policy, play a significant role in implementing a responsible agriculture supply chain. This Implementation is also highly dependent on external involvement by government or non-government organizations (NGOs), as some supply chains take responsible action because of obligations or pressure from these organizations. Another barrier is inadequate supply chain integration, including integration, information sharing, and incentive alignment among supply chain members. Meanwhile, inadequate budget management, as part of organizational capabilities, is the major barrier giving rise to other challenges. The results of this study serve as a reference for supply chains, especially in the agriculture industry, while creating programs in a bid to reduce these inhibiting factors, to ensure responsible actions are well implemented well and able to provide a competitive advantage for all supply chain members.

DOI: 10.5267/j.uscm.2021.2.003

Keywords: Responsible Supply Chain, Agriculture, barrier analysis, integration, organization Capabilities



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18. **The effects of information technology and operation performance on service supply chain management practices with moderating effect of capital owners** *Pages: 413-420*

Zainal Abidin PDF (360K)

Abstract: The objective of this study is to analyze and review the influence of government regulations and information technology on the operational performance of local television stations in East Java with service supply chain management practices as the mediator variable and capital owner's intervention as the moderator variable. The data of exploratory research was collected through questionnaires distributed to twenty-nine local television stations, selected through saturated sampling method from a population of local television stations in East Java, and was analyzed using structural equation modeling. The finding of this study reveals that government regulations and information technology significantly influence the operational performance of local television stations with service supply chain management (SCM) practices as the mediator variable, which means that better government regulations and better information technology are analogous with the importance for the improvement of local television stations operational performance. Capital owner intervention weakens service SCM practices on operating performance and has a direct and immediate effect on reducing the operational performance of local television stations. The practical implications of this study signify the understanding that service SCM practices is an important concept in enhancing the operational performance. Capital owner's intervention weakens service SCM practices on operating performance of local television stations.

DOI: 10.5267/j.uscm.2021.2.002

Keywords: Information technology, Service supply chain management practices, Operational performance, Capital owner



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19. **The role of green technology to investigate green supply chain management practice and firm performance** *Pages: 421-428*

Zeni Ruzmawati and Noorlailie Soewarno PDF (360K)

Abstract: This study examined the relationship between green supply chain management (GSCM) on the environment and green economic performance with the moderator prediction context, which is a very fundamental approach for developing stronger theories. The writers chose green technology as a unique moderator in the context of GSCM practices and performance. The purpose of this study is to determine the role of moderating effects of green technology in investigating the relationship between green supply chain management (GSCM) practices and firm performance (environmental and green economic performance). By employing survey methodology using a purposive sampling technique, the data collected from 96 respondents in various manufacturing firms. The hypotheses were tested through SEM-PLS using SmartPLS. The further results show that the results of hypothesis testing indicate that GSCM practices (GSCM) have a positive and significant effect on environmental performance (EP) and green economic performance (GEP). The study also found that the role of green technology as a moderating variable can strengthen the positive relationship between GSCM Practices and environmental performance. While the moderation effect of Green technology (GT) can weaken the positive relationship between GSCM Practices and green economic performance (GEP).

DOI: 10.5267/j.uscm.2021.2.001

Keywords: GSCM Practice, Environmental performance, Green economic performance, Green Technology



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20. **Supply chain emerging aspects and future directions in the age of COVID-19: A systematic review** *Pages: 429-446*

Omar Alhawari, Khurruin Bhutta and Asif Muzzafer PDF (360K)

Abstract: Not only has the COVID-19 outbreak brought about public safety challenges, but there has also been a major disruption in the business world that impacts one and all from small to large businesses. During This pandemic, supply chains (SCs) have witnessed disruptions, and this has inspired the interest of this paper. Therefore, the objective of the paper is to address two research questions pertaining to exploring the emerging SC aspects in the age of COVID-19 and future directions of SCs. To achieve this objective, a methodology is developed entailing three steps as follows. First, data is collected and included documents are identified through PRISMA strategy. Second, document analytics is performed using the web-interface of bibliometrix package in R software, the shiny app. Third, the research questions are addressed accordingly. The results showed that the most prominent terms related to SCs include supply chain disruptions, supply chain management, supply chain resilience, viability, and flexibility. Consequently, the first research question is approached in which the aspects of SC disruptions, resilient SC, viable SC, Sustainable SC, and SC management, are addressed. With more focus on building resilient SC in the short-term to recover from disruptions, viable SC can be created in the long-term perspective, which eventually build sustainable SC accordingly. Subsequently, considering these aspects enable successful SC management. Additionally, the future directions are explored including the transformation from globalization to regionalization perspective, focus on digitalization, need for holding more inventory, managing SCs for high resilience, more dependence on operations research and business analytics, and reconsideration of food SCs. This paper contributes to the body of knowledge by providing insightful research agenda to scholars and practitioners concerned in exploring more of the influences of the current pandemic on SCs.

DOI: 10.5267/j.uscm.2021.1.007

Keywords: Supply chain management, Sustainability, Viability, Supply chain disruptions, Supply chain resilience, COVID-19



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[Review Article](#)

21. ■ **Identifying critical success factors in designing effective and efficient supply chain structures: A literature review** Pages:447-456
Khalid Mohammed Alomari PDF (360K)
 Abstract: The present research mainly focuses on the review of existing literature on the topic of critical success factors (CSF) in supply chain structures. The main aim of this study is to identify the major critical success factors (CSF) that have been identified previously by academics and researchers during their research on the topics related to the discipline of supply chain management. The literature survey technique has been applied for the present research. This research is based on a critical review of seventy-three published studies on supply chain structures obtained from most important research databases by using the keywords related to supply chain structures such as barriers in the supply chain, critical success factors in supply chain structures. This study will not only contribute towards the existing literature on supply chain structures but will also help researchers to acknowledge the importance of critical success factors in supply chain structures. One of the major aspects of research regarding the supply chain is to reduce cost and that can only be done via effectiveness and efficiency in the processes, which depend on different variables at every level. The researchers have identified many critical success (CSF) factors in designing effective and efficient supply chain structures are a mutual partnership, executing communication and information expertise, support from senior management, human resource management, environmental uncertainty, value-addition process, business management, generating business culture, developing relationships between customer and supplier, logistics. The present research will also highlight the importance of different factors in achieving the effective and efficient in supply chain structures which enable organizations to not only reduce cost but also help them to achieve higher levels of customer satisfaction. This study will also be beneficial for managers as it will enable them to identify the critical success factors for their supply chain structures, keeping in view the nature and business environment of their organization.

DOI: 10.5267/j.uscm.2021.1.006

Keywords: Critical success factors (CSFs), Supply chain structures, Effective and efficient supply chain



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22. ■ **The effect of logistics management, supply chain facilities and competitive storage costs on the use of warehouse financing of agricultural products** Pages:457-464
Paramita Prananingtyas and Siti Zulaekha PDF (360K)
 Abstract: This study seeks to analyze the effect of logistics management carried out by warehouse operators, the facilities and access provided to support storage, and the competitiveness of storage costs on the use of warehouse financing by suppliers in Central Java, Indonesia. The sampling method was purposive random sampling. The numbers of respondents involved in this study were 120 suppliers and farmers producing first-rate agricultural products and who are users of warehouse receipts in the Central Java region. By using linear regression analysis with assistance, the study results found that the variables of logistic management, facilities and supply chain access as well as competitive storage costs have positive and significant effects on the use of warehousing financing by suppliers and farmers who use public warehousing. This result confirms that the more precisely warehousing is managed, the higher the level of trust of users involved in the logistics business and supply chain of agricultural products to use additional services in the form of warehouse receipts to support the sustainability of agricultural businesses.

DOI: 10.5267/j.uscm.2021.1.005

Keywords: Logistics Management, Supply Chain Facilities, Competitive Storage Costs, Warehouse Financing, Supply Chain Management



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23. ■ **The impact of transformational leadership on individual academy performance through knowledge sharing** Pages:465-480
Thi Minh Thu Vu and Khashayar Yezdani PDF (360K)
 Abstract: The objective of this paper is to evaluate the impact of transformational leadership on individual academy performance through knowledge sharing, organizational learning, organizational commitment in higher education Vietnam. The study conducts the research on 500 lecturers at 10 universities in Vietnam. The study uses Smart pls 3.6 software to analyze the data. The results show that transformational leadership had a positive effect on knowledge sharing, organizational learning and organizational commitment. Ultimately, employee engagement and social support play a moderate role in the relationship between transformational leadership and knowledge sharing statistically. However, organizational learning and organizational commitment did not play any mediate role on the relationship between transformational leadership and knowledge sharing.

DOI: 10.5267/j.uscm.2021.1.004

Keywords: Transformational leadership, Knowledge sharing, Individual academic performance, Vietnam



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24. ■ **Obtaining customer satisfaction by managing customer expectation, customer perceived quality and perceived value** Pages:481-488
Martinus Tukiran, Pauline Henriette Patyranie Tan and Widodo Sunaryo PDF (360K)
 Abstract: There is a need in the community which is realized by volunteering the community to pay some costs to get the quality education offered, also supported by government regulations that encourage the existence of international schools in each region, as well as the influence of globalization. The existence of these international standard schools using Cambridge or International Baccalaureate curriculum has brought big changes in managing schools as an educational institution. Education management is a necessity for schools today to be able to manage schools that focus on customer desires and satisfaction, without overriding the main values in education. Therefore, Structural Equation Modelling (SEM) is employed to spot the arena of this study; Customer Expectation and Customer Perceived Quality mediated by Customer Perceived Value will affect customer satisfaction. The model is expected to provide the model for education institutions how to manage customer satisfaction in-line with delivering quality education.

DOI: 10.5267/j.uscm.2021.1.003

Keywords: Customer expectation, Customer perceived quality, Customer perceived value, Customer satisfaction, Quality education



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25. ■ **The impact of location of 3D printers and robots on the supply chain** Pages:489-500
Shunichi Ohmori PDF (360K)
 Abstract: 3D printers and robots (3DPR) are new technologies that may disrupt traditional supply chains. The location of the manufacturing place can be moved toward more customer side in the supply chain, which brings both agility and the ability of customization. The impact is yet to be examined quantitatively. In this paper we study the location of 3DPR in the supply chain. We present and compare three models of supply chains: Traditional supply chain; 3DPR at warehouse; 3DPR at shop. The semodels are compared by the equipment installation cost, the production cost and inventory cost for safety-stock. The study presents a practical case study motivated from a real-world apparel company, discusses the three models under various parameter settings, comparing the obtained total cost and discovers the advantages and disadvantages.

DOI: 10.5267/j.uscm.2021.1.002

Keywords: 3D printing, supply chain, safety stock placement, multi-echelon inventory optimization



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26.  **Supply risk management: A case study of halal food industry in Malaysia** *Pages:501-512*

Fadhlur Rahim Azmi, Haslinda Musa, Boon Cheong Chew and Indira Priyadarsini Jagiripu  PDF (360K)

Abstract: The purpose of this study is to identify the types of halal food supply risks, types of mitigation strategies for the upstream supply chain and to examine the relationship between halal supply risk and mitigation strategy efforts using the lens of the agency theory. Exploratory factor analysis (EFA) is used to validate the variables of the study and regression is performed to analyze the relationship of halal food supply risk and mitigation strategy. It is identified that halal food supply risk (agency uncertainties) consists of quality risk, delivery risk, and price/cost risk. The mitigation strategy efforts consist of behavior-based management, buffer-based management, and traceability-based management. Results indicate that halal food supply risk significantly increase mitigation strategy efforts of firms. However, price & cost risk does not significantly increase behavior-based management. Practical implications include suggesting the firms to invest more in buffer-oriented so as to mitigate the agency uncertainties.

DOI: 10.5267/j.uscm.2021.1.001

Keywords: Agency theory, Supply risk management, Halal supply chain, Mitigation strategy, Exploratory factor analysis



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Uncertain Supply Chain Management

homepage: www.GrowingScience.com/uscm**The effects of strategic planning, purchasing strategy and strategic partnership on operational performance****Zeplin Jiwa Husada Tarigan^{a*} and Hotlan Siagian^b**^aAssociate Professor of Master Management, Petra Christian University, Siwalankerto 121-131 Surabaya, Indonesia 60236^bAssistant Professor of Master Management, Petra Christian University, Siwalankerto 121-131 Surabaya, Indonesia 60236**CHRONICLE***Article history:*

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*Keywords:**Strategic planning**Purchasing**Partnership**Operational Performance***ABSTRACT**

The global competition in the manufacturing industry has obliged the companies to adopt an efficient and effective business process and adaptability of the company's competitive strategy following the external uncertainty conditions. The competitive strategy should enhance the competitiveness of the company, which is formulated during the strategic planning process. This paper investigates the impact of strategic planning, purchasing strategy, strategic partnership, on operational performance. The research has surveyed, using a questionnaire with a five-point Likert scale, 135 manufacturing companies domiciled in the region of East Java, Indonesia. Data analysis used the PLS technique. The objective of the analysis is to assess the measurement model for validity and reliability. Besides, the analysis also examines six hypotheses developed. The result reveals that all six hypotheses were empirically supported. The manufacturing company's strategic planning influences the purchasing strategy and strategic partnership. The result also shows that purchasing strategy through periodic evaluation of supplier capability, influences the strategic partnership in terms of involvement of suppliers in the business process of the company. Overall, strategic planning, purchasing strategy, and strategic partnership affect operational performance. It was also found that purchasing strategy and strategic partnerships mediate the influence of strategic planning on the performance. The results presented here may facilitate improvements in operational performance in the context of supply chain management. This paper also contributes to the ongoing research in the supply chain management theory.

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1. Introduction

One of the most significant current discussions in technology is the development of digital technology. This technology capitalization is possible in favor of internet technology, which enables the company to access much more information required in facing global competition. Globalization has made every company change the way in running its business system, including supply chain management practices. Supply chain management is defined as the management of the flow of goods and services that includes all value-added processes in turning raw materials into final products. The supply chain network covers all stages of the process from the supplier, production, distribution, retailer, and the end customer. Supply chain management also concerns the information system used in the network. The information system adoption by the company obviously enhances the company's competitive advantage through a cost reduction (Magutu et al., 2015). The role of technology facing globalization is essential, and it supports many companies' supply chain processes to win the competition (Qi et al., 2011). Recent studies have concerned the issue of how companies become more efficient and effective in running the business process. The strategic corporate can direct the organization's activities in building the supply chain capacity as a priority by leveraging the company's resources in the pursuit of a more efficient and effective business process (Ralston et al., 2015). The ability of the company's top management is highly required to implement strategic planning well in aligning the goals of the company with external opportunities and threats. This plan will provide the company's ability to develop strategies for the purchasing of raw materials, the company's operational strategy, and the

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company's strategy for handling the distribution system and customer order handling. Effective strategic planning will enable the company to see the company's current strengths and weaknesses and determine the company's future goals based on its resources (Qi et al., 2011).

Supply chain strategic planning focuses on the company's external balance with the company's internal condition. The company always tries to adjust to the changes in customer's demand through a marketing strategy approach, and the company's suppliers through the purchasing strategy, and to the internal process through the operation strategy (Qi et al., 2017). The company's supply chain strategy correlates with the company's ability to build supply chain integration. Supply chain strategies are classified based on efficiency and responsiveness. Supply chain strategy related to responsiveness is the company's ability to control inventory levels in order to be able to provide the right response to customer requests. The responsiveness strategy must be accompanied by the appropriate level of efficiency so that the response given does not conflict with the efficiency that has been declared by the company (Birhanu et al., 2014).

The purpose of the supply chain strategy determined by the company to achieve rapid responsiveness in providing information to demand with an appropriate level of efficiency, it is necessary to develop strategic planning that fits that goal (Perez-Franco et al., 2016). Supply chain strategy is the advantage of the supply chain of the company compared to its competitors in fulfilling the market demand with the company's products based on the company's production capacity and the availability of raw materials from suppliers (Sharifi et al., 2013). The manufacturing company sets the plan by setting the final goal of each company. Strategic planning for companies correlates with the ability of personnel in the company to work effectively and to achieve company goals set by the management (Aldehayyat & Khattab, 2013).

Furthermore, the company's strategic planning determines the marketing strategy, operational strategy, purchasing strategy, strategic planning, strategic partnership with external parties in achieving the specified supply chain strategy (Ralston et al., 2015). The strategic planning is established to anticipate the occurrence of uncertainty and inaccuracy in predicting the demand for each company's products, thus determining the accuracy of purchasing of raw materials, the accuracy of manufacturing results on the production floor so that the company needs to place inventory at a certain level in order to be able to maintain rapid responsiveness and high-efficiency (Piprani et al., 2020). Besides, the company calculates the right amount of inventory in maintaining a balance between the uncertainty of demand for the company's finished products and the uncertainty in the purchasing of raw materials (Tarigan, 2018). In line with the previous research, the strategic planning process is starting from the market strategy by establishing the existing market or new market. Data from the market strategy will move to determine the product strategy related to the existing product or new product, then communicated within the company to determine the supply chain strategy through product configuration and company operational strategy (Sharifi et al., 2013).

The corporate strategic planning will determine a strategy formulation with the company's strategy implementation by estimating the company's material purchasing strategy in meeting product order demands (Amrollahi and Rowlands, 2017). Besides, the ability of the company to maintain the balance of demand with certain product functions with stable raw material purchasing, the strategy set by the company is the efficient supply chain, and vice versa, if the product demand from customers is related to new products and stable company suppliers, the right strategy used by the company, is responsive supply chain (Birhanu et al., 2014). Also, manufacturing companies tend to build competitiveness in producing existing products with functions that are used by customers on an ongoing basis and new products produced by companies with stable suppliers to maintain the sustainability of production by building long-term partnerships with suppliers (Ghadimi et al., 2018).

Purchasing strategies in the company require appropriate strategic planning so that it plays a role in the purchasing department to build the right strategic partnership with the company's suppliers. The purchasing strategy set by the company at a textile company in Hong Kong has an impact on improving company performance (Yuen & Cheng, 2013). Strategic partnerships between companies and suppliers are an ongoing reciprocal relationship that involves a commitment over a long period and sharing information and risks and rewards from the relationship. The purchasing strategy of the company selects the suppliers by comparing it with one another, then the company determines according to the criteria set by the company. Alternatively, the company can reduce transaction costs by building good synergies with suppliers through collaboration built with a small number of suppliers (Yoon & Moon, 2019).

Other researchers found that the strategic partnership the company builds with suppliers depends on the culture of the company and also the purchasing strategy established by the company in achieving the company's goals (Cao et al., 2015). The strategic partnership with suppliers aims to improve the quality particularly, reduce costs, maintain material supply stability, share the information, build open communication between the two parties, and share the risks and reward within a specified period. The strategic partnership provides an impact on purchasing strategy in terms of raw material purchasing. Partnerships, therefore, are essential in the pursuit of sustainable materials supply at an affordable price. The company can achieve an excellent level of efficiency and responsiveness simultaneously in fulfilling customer demand. The company's ability to build win-win partnerships with suppliers enables the two parties to reduce purchasing costs (Yoon & Moon,

2019; Ghadimi et al., 2018)). Besides, a better level of strategic partnership can provide improved performance of manufacturing companies (Paulraj et al., 2006).

Moreover, the company's product development strategy determines whether it is necessary to modify existing products or make new products (Sharifi et al., 2013). The specified product development strategy will determine the way of purchasing strategy in terms of supplier selection, the establishment of the contracts with suppliers, and the development of relationships with suppliers. As has been noticed, the strategy developed by the company aims to improve its competitiveness to outperform the competitor and enhance the operational performance throughout the existing products or new products.

It should be noted from the above discussion that most studies have examined the impact of strategic planning, purchasing strategy, and strategic partnership in improving operational performance. However, to the best of authors' knowledge, there has been no research dealing with the impact of those constructs on operational performance simultaneously. Therefore, this study aims to empirically investigate the impact of strategic planning, purchasing strategy, strategic partnership, on operational performance simultaneously. This study has three broad objectives; first, to get the role of strategic planning, purchasing strategy, and strategic partnership in improving the performance of manufacturing companies. Second, the extent to which the purchasing strategy influences strategic partnership and operational performance. Third, to find the extent to which the strategic partnership affects the performance of manufacturing companies.

2. Literature Review of Supply Chain Management

The ability of companies to plan and determine corporate strategy dictates other strategies of the business functions in improving their competitiveness compared to the competitors. The corporate strategy enhances the company's competitiveness in the long term and on an ongoing basis. Supply chain strategy defines the extent to which the firm fulfills the customer demand measured in terms of cost, responsiveness, speed of delivery, and flexibility (Perez-Franco et al., 2016). The corporate strategy provides a guide in building the marketing strategies related to customer demand, operational strategies in developing the internal capabilities, and the purchasing strategy in procuring raw materials (Qi et al., 2011). Besides, the operational performance of a manufacturing company is defined as an organization's ability to produce and deliver products with a level of efficiency and quality in fulfilling the market demands within a shorter time, and at the end, increase the market share (Younis et al., 2016).

2.1 Strategic Planning

Strategic planning is an effort made by the company in a disciplined and systematic way to build interactions with related functions in setting decisions as a guideline for corporate objectives within a specified period to maintain and enhance the company's competitiveness towards its business environment (Suklev & Debarliev, 2012; Amrollahi and Rowlands, 2017). Another research states that strategic planning is an effort to adjust the company's internal strengths and weaknesses relative to the company's external environment (Mosoti & Murabu, 2014). Besides, strategic planning is considered critical for companies to develop a longer organizational life cycle and to create competitiveness (Abosedo et al., 2016). Also, strategic planning is defined as the company's system capability in assessing the company's internal capability by taking into account the company's external conditions in planning the resources. The company also evaluates external companies related to trends in the corporate environment. The external and internal conditions need to be balanced by the company by using specific techniques to formulate the strategy. The result of the analysis establishes the corporate strategy, which integrated all the company's functions in the pursuit of synergistic in achieving company goals (Aldehayyat & Khattab, 2013). Indicators used to measure strategic planning are cross-functional involvement, involving partners in making planning, final planning decision socialization to all internal functions, planning involving the internal cross-function, partners can access planning final result, and planning can be revised again.

2.2 Purchasing Strategy

The purchasing strategy is a process of "planning, implementing, evaluating, and controlling the purchasing decisions to direct all activities of the purchasing function towards opportunities that are consistent with the company's ability to achieve its long-term goals. Purchasing strategies in the company can be divided into strategic focus, strategic involvement, and strategic visibility (Paulraj et al., 2006). The purchasing strategy is a way how the manufacturing companies determine the purchasing of materials needed by the company by communicating, coordinating, and collaborating with suppliers. The company seeks to conduct a transaction to enhance the involvement of more suppliers in the pursuit of a lower cost of raw materials, higher product quality, and participation of the supplier in product innovations to compete in the market (Laari et al., 2017).

Changes in the customer demand, such as better quality and shorter life cycles, have resulted in changes in the purchasing strategy, such as controlling the fixed costs and considering all aspects that can reduce the cost and improvement in quality (Yuen and Chang, 2013). Purchasing strategy in a company is determined by the organizational dimension between mechanistic and organic, where the organic structure will support innovation strategy with low centralization

characteristics, which means decentralization and low organizational function but a tremendous cross-functional role. Purchasing strategy with high structure mechanistic with low cross-functional involvement so that the company supports the cost strategy by implementing low cost (Ateş et al., 2018). Tarigan et al., (2020) state that purchasing strategy measurement items estimate potential suppliers enter into contracts with suppliers, have long-term partnerships with suppliers, and carry out continuous evaluations.

2.3 Strategic Partnership

A successful strategic partnership involves a high level of trust, commitment, coordination, and interdependence. Building strategic partnerships require organizational compatibility and top management's congruence with the partners' organization. Strategic partnerships deal with long-term relationships that focus on strategic goals aiming at providing value to customers and profitability to partners. A strategic partnership is a relationship formed between two independent entities in the supply chain to achieve specific goals and benefits, and provide a competitive advantage and improve financial performance to partners. Through the strategic partnership, both parties will be able to accurately predict raw material requirements in fulfilling the customer demands (Chae et al., 2014). Furthermore, the strategic partnership will help companies anticipate demand uncertainty, supply uncertainty, and technology development uncertainty (Qi et al., 2011). The strategic partnership will enable the enterprise and supplier to solve the constraints faced by the supplier in obtaining information, providing raw materials, and achieving the targeted product delivery times (Jajja et al., 2019). In summary, strategic partnerships between the manufacturing and the supplier will provide many positive results, including responsive improvements, guaranteed product availability, optimized inventory with associated costs, and increased revenue.

2.4 Operational performance

The company's capability to grow or develop depends on whether the company is capable of configuring and building an excellent network following market demand and product configuration strategy set. Supply chain performance has two dimensions, namely competitive performance and operational performance (Alzoubi and Yanamandra, 2020). The company's product strategy adjusts with the market demand in terms of modifying existing products, developing new or hybrid of the two choices (Sharifi et al., 2013). The specified product strategy will determine the configuration of material purchasing by conducting supplier selection, making contracts with suppliers, and establishing relationships with suppliers as a form of purchasing strategy (Tarigan, 2020). The company seeks to improve business performance by measuring, among others, on return on investment (ROI), return on assets (ROA), market share, growth in ROA, growth in ROI, and growth in market share (Qi et al., 2011, Beheshti et al., 2014). Younis et al., (2016) state that corporate performance is measured from four dimensions: firstly environmental performance with indicators of reducing production waste and saving on the use of company resources, secondly operational performance with indicators of increasing company efficiency and product quality improvement, third is the economic performance with indicators of profitability and returns improvement a positive share value, and finally the fourth is a social performance with indicators of increasing employee job satisfaction and improving employee health and safety. Competitive advantage factors likely cost, quality, delivery time, flexibility and creativity or innovation (Khaddam et al., 2020).

2.5 Relationship between Concepts Variable and Hypotheses Development

Strategic planning, an effort to adjust the company's internal to the company's external, is needed when making a purchasing strategy (Mosoti & Murabu, 2014). Strategic planning needs to focus on the supply chain integration in order for the internal functions to coordinate quickly so that the purchasing department can determine the favorable specific purchasing strategy. Companies can also integrate with external parties, namely, integration with suppliers and integration with customers. Integration with suppliers makes it easy for companies to conduct capacity planning, forecasting, production planning, and product delivery (Piprani et al., 2020).

The strategic planning set by the company will focus on adjusting internal conditions to external conditions by formulating the corporate strategy and implementing the strategy consistently in real-time. Strategic planning will build a strategic partnership by maintaining a long-term relationship with the hope that company outcomes can be achieved (Amrollahi & Rowlands, 2017). A strategic partnership is a relationship formed between two independent entities in the supply chain to achieve specific goals and benefits and provide competitive advantages and improve performance to partners. Partnerships that are built by companies with external parties in the supply chain flow will be open to one another in understanding the mission, business strategy, company goals so that they collaborate in planning strategies together with partners (Orr and Jadhav, 2018). Based on this description, the following second hypotheses can be made:

H₁: *Strategic planning influences purchasing strategy.*

H₂: *Strategic planning influences strategic partnership.*

The companies involve suppliers in corporate strategic planning so that both parties can collaborate in the planning stage to improve the performance of manufacturing companies (Orr & Jadhav, 2018). In addition, companies adopting strategic

planning allocate resources following the requirement in the manner of more efficient usage of raw material to improve the company's performance (Yuen & Thai 2017). Furthermore, strategic planning conducts joint planning with suppliers as an external part becomes an essential activity in anticipating and solving operational problems in the pursuit of increasing the company's operational performance (Beheshti et al., 2014). The above argument leads to the following third hypothesis:

H₃: Strategic planning influences operational performance.

A strong strategic partnership between a company as a buyer and its suppliers is a form of purchasing strategy that the company uses to support company flexibility (Yang et al., 2019). The purchasing strategy of a company capable of building a long-term partnership with its suppliers will create new business opportunities by increasing the volume of transactions. The purchasing strategy enables the integration of the company's operations with its suppliers as partners (Jajja et al., 2019). Cao et al., (2015) stated that the collaboration with suppliers allows the integration between the external and internal business process to result in an efficient and effective product flow during the value-added stages of the company. Based on the above discussion, the fourth hypothesis is proposed as follows:

H₄: Purchasing strategy influences strategic partnership.

Purchasing strategy by adopting the outsourcing strategy to the suppliers, namely the company's internal activities in making products transferred to external parties, is able to provide increased company flexibility, effectiveness, and efficiency (Bals & Turkulainen, 2017; Tarigan, 2019). Deviations from the ideal structure of centralized purchasing with a formal structure and cross-functional results in a decline in corporate performance (Ateş et al., 2018). Strategic partnership and supplier involvement in the purchasing and production process can have an impact on company performance in reducing production costs and increasing company profits (Beheshti et al., 2014; Tarigan, 2018). Based on the above argument, the fifth hypothesis is formulated as follow:

H₅: Purchasing strategy has a significant effect on operational performance.

The long-term relationship between the company as a buyer and its suppliers in building partnerships will have an impact on the company's operational strategy to improve manufacturing financial performance by adopting environmental and social sustainability (Ghadimi et al., 2018). A corporate, having a good relationship with its suppliers, has a responsibility in developing its suppliers on how to become more efficient and effective in enhancing the company's performance on an ongoing basis (Orr & Jadhav, 2018; Yuen & Thai 2017). The buyer-supplier relationship as a form of partnership provides strength in collaborating, information sharing, high flexibility, which will result in an impact on improving company performance, especially in marketing strategies (Yang et al., 2019). The ability of companies to partner with suppliers in order to implement supplier integration provides a significant increase in cost efficiency, customer service performance, performance, and flexibility performance (Piprani et al., 2020). Based on the above explanation, the following research hypothesis is determined.

H₆: Strategic partnership influences the operational performance.

3. Research method

The population of this study is manufacturing companies located in the region of East Java, Indonesia. Based on the data retrieved from the east Java Bureau of statistics indicated that 170 companies are covering the medium and large size, which are characterized by the number of employees, at least 20 employees. The second criterion for the sample is that the companies have established partnerships between manufacturing companies and their suppliers. This study surveyed those 170 companies using a questionnaire designed with a five-point Likert scale. Data collection is performed through cooperation with the student from the institution by using the grants to fund the expenses for the data collection. Of the 170, 153 questionnaires have been returned to the team while the rest are not returned until the time limit. Before data analysis, data cleaning was performed to make sure that all data are valid. However, of the 153, only 135 questionnaires are considered valid while the rest are not completed correctly. Furtherly, valid data are analyzed to assess the validity and reliability of the measurement model before continuing to examine the six hypotheses developed. Data analysis used the partial least square (PLS) technique utilizing the smart PLS software version 3.0. Fig. 1. demonstrates the distribution of the respondents in terms of work experiences.

As shown in Fig. 1, the highest number of respondents corresponds to the working experience for more than ten years (27.4%). This result also indicates that around 80% respondent has working experience of more than three years. This finding indicated that respondents considered knowledgeable about the company and capable of responding to the questionnaire without any bias. Also, the figure shows that, as many as 47% of companies are employing more than 200 employees, which means the respondents represented the medium and large size of manufacturing companies. This result also demonstrates that most of the companies have been practicing the constructs of this study.



Fig. 1. Personal information of the participants

As has been described before, this study involves operational performance as the dependent variable, strategic planning as an independent variable, purchasing strategy, and strategic partnership as a mediating variable. Strategic planning is measured using six indicators, which is Stra. Plan1 (involves cross-functional planning), Stra. Plan2 (involving partners in making plans), Stra. Plan3 (final planning is socialized to all internal functions), Stra. Plan4 (planning can be cross-functional internal), Stra. Plan5 (partners can access planning), and Stra. Plan6 (predetermined planning can be revised again). The purchasing strategy is assessed using four indicators, which are Stra. Purch1 (purchasing strategy is part of the corporate strategy), Stra. Purch2 conducts supplier evaluations periodically, Stra. Purch3 purchasing strategy is a reflection of market demand, Stra. Purch4 (companies estimate the ability of suppliers). This measurement adopted the previous research (Paulraj et al., 2006; Tarigan et al., 2020; Tarigan et al., 2019; Ateş et al., 2018). The third construct, strategic partnership, adopted the five indicators previously used by (Qi et al., 2017; Tarigan et al., 2020; Yuen and Thai 2017), namely, Stra. Parth1 (sharing information with suppliers), Stra. Parth2 (long-term relationship with suppliers), Stra. Parth3 (collaboration with suppliers), Stra. Parth4 (involvement supplier for the company), Stra. Parth5 (renew contracts with suppliers periodically). The last construct, manufacturing performance assessed by using four indicators, adopted from the previous research (Yuen & Thai, 2017; Tarigan, 2018; Chae et al., 2014; Tarigan et al., 2019), which are Operates. Perf1 (fulfillment customer order), Operate. Perf2 (product customization), Operat. Perf3 (product quality), Operat. Perf4 (total cost reduction).

4. Analysis and Discussion

The first step of analysis is to assess the measurement model to make the indicators are valid and reliable. An indicator is considered valid when the factor loading value exceeds 0.5, and the cross-loading is less than the factor loading. While an indicator is considered reliable when the composite reliability and the Cronbach's alpha value is higher than 0.70 (Hair et al., 2014). The measurement model is assessed using the PLS technique by utilizing the smartPLS software.

Tabel 1

Measurement assessment for variable and indicators of research

Item Measurement	Loading Factor	Mean	Standard Deviation
Strategy Planning (Reliability = 0.858)			
Stra. Plan1 (involvement of cross functional planning)	0.714	4.1407	0.7347
Stra. Plan2 (involving partners in making plans)	0.686	4.2074	0.6813
Stra. Plan3 (final planning is socialized to all internal functions)	0.698	4.0667	0.7649
Stra. Plan4 (planning can be cross functional internal)	0.594	3.9778	0.7961
Stra. Plan5 (partners can access planning)	0.765	4.2963	0.7026
Stra. Plan6 (predetermined planning can be revised again)	0.781	4.1852	0.7549
Purchasing strategy (Reliability = 0.868)			
Stra. Purch1 (purchasing strategy is part of a corporate strategy)	0.858	4.0000	0.7124
Stra. Purch2 (periodically evaluating suppliers)	0.809	4.1407	0.7141
Stra. Purch3 (purchasing strategy is a reflection of market demand)	0.797	4.1926	0.7175
Stra. Purch4 (company develop supplier capability)	0.686	4.2296	0.7425
Strategic Partnership (Reliability = 0.858)			
Stra. Parth1 (sharing information with suppliers)	0.708	4.1259	0.7671
Stra. Parth2 (long-term relationship with suppliers)	0.716	4.1778	0.5842
Stra. Parth3 (collaboration with supplier)	0.820	3.9852	0.7226
Stra. Parth4 (involvement of supplier)	0.772	4.0148	0.6690
Stra. Parth5 (renew contracts with suppliers periodically)	0.675	4.1704	0.6969
Operational Performance (Reliability = 0.853)			
Operates. Perf1 (fulfillment of customer orders)	0.813	4.2296	0.7696
Operates. Perf2 (customization of product)	0.754	4.1704	0.5800
Operates. Perf3 (quality of product)	0.707	4.2593	0.6687
Operates. Perf4 (total cost reduction)	0.800	4.2296	0.6685

Table 1 shows that, in all cases, the factor loading is greater than 0.50, which means that all indicators are valid. Those indicators of the strategic planning values between 0.594 to 0.781 (higher than 0.50). The factor loading for the purchasing strategy values between 0.686 to 0.858. Similarly, factor loading for strategic partnership is between 0.675 and 0.820. Lastly, the operational performance has the factor loading value between 0.707 and 0.813. As also shown in Table 3, all the constructs have a reliability value higher than 0.70 (in all cases between 0.853 and 0.868). Based on this result, the measurement model is considered valid and reliable, and further analysis is allowed. The subsequent analysis is to examine if the six hypotheses are supported or not. Table 4 demonstrated the result of the hypothesis testing. The value of the t-statistics in Table 2 determines if the hypothesis supported or not. For the significant level of 5%, the corresponding t value is 1.96. As shown in Table 2, those t-values are higher than 1.96, which means that the six hypotheses are empirically supported.

Table 2
Hypothesis testing result

Research Hypothesis	The amount of influence	Standard Deviation	T-Statistics	Hypothesis
Strategic planning → Purchasing Strategy (H1)	726	41	17.618	Supported
Strategic planning → Strategic partnership (H2)	669	65	10.313	Supported
Strategic planning → Operational Performance (H3)	0.286	0.13	2.195	Supported
Purchasing Strategy → Strategic partnership (H4)	0.135	0.068	1,967	Supported
Purchasing Strategy → Operational Performance (H5)	0.142	0.081	2,017	Supported
Strategic partnership → Operational Performance (H6)	0.252	0.104	2,436	Supported

Table 2 highlights that all six hypotheses (H1-H6) are empirically supported. All the t-statistic value is greater than 1.96 for a significant level of 5% (in all cases between 1.967 and 17.618). The first hypothesis, strategic planning, influences the purchasing strategy, is supported by the data. These results indicate that when both parties have a mutual strategic plan in terms of accessibility to the plan, and flexibility of the plan following external changes, both parties are allowed to revise the purchasing strategy. The result also shows that manufacturing companies can periodically evaluate suppliers according to the performance achieved and revise the strategy if necessary. This finding supports the previous study by Mosoti & Murabu (2014), which stated that the strategic planning needs to focus on the supply chain integration in order for the internal functions to coordinate quickly so that the purchasing department can determine the favorable specific purchasing strategy.

Table 2 also demonstrates that the second hypothesis, strategic planning, affects the strategic partnership, is accepted. This finding is in line with the result by Amrollahi and Rowlands, (2017) and Orr and Jadhav, (2018). Strategic planning improves strategic partnership. The company which has adopted a strategic planning approach in terms of involvement of partners in doing planning, and partners can access the plan, will be able to adjust the strategic partnership in terms of responsiveness improvements, product availability, optimized inventory with associated costs, and increased revenue. The company's ability to plan internal needs through the cross-functional within the company will improve its strategic partnership through stronger collaboration with suppliers. The collaboration will benefit the company and suppliers together when the supplier can adjust the changes that occur in manufacturing companies quickly.

Furthermore, the result also shows that the third hypothesis, strategic planning, influence the operational performance, is empirically supported. Strategic planning, which is defined as the extent to which the company collaborates with suppliers, will directly affect the operational performance in terms of fulfillment of demand, customization of the product, improved quality of the product, and reduced total cost. Strategic planning is highly essential in enhancing the performance of the company. This finding is consistent with the study by Orr and Jadhav, (2018), Yuen and Thai, (2017), and Beheshti et al., (2014). Those studies concluded that the existence of strategic planning is vital in improving the performance and the competitiveness of the company. As an illustration, the manufacturing company adopting a strategic planning approach involves cross-functional teamwork in cooperation with suppliers. When the supplier can review the plan and, together with the company, revise the plan, the collaboration will benefit the company in terms of the ability to meet customer demand. Table 4 also proved that a purchasing strategy influences the strategic partnership (fourth hypothesis). The purchasing strategy determined and adjusted to the corporate strategy can increase the company's level of strategic partnership in terms of collaboration on processes and product development. The strategic partnership relies on suppliers' capability in supplying stable raw materials, establishing long-term cooperation, and sharing information dictate the success of the purchasing strategy. This finding correlated with previous research by Bals and Turkulainen, (2017), Tarigan, (2019), Ateş et al., (2018), Beheshti et al., (2014), Tarigan, (2018), which suggested that purchasing strategy affect the strategic partnership.

The fifth hypothesis stated that purchasing strategy could improve operational performance. As Table 4 shows, the result supported this hypothesis. Company management always harmonizes corporate strategy with cross-functional strategies in all departments as well as purchasing strategy. The management also collaborates with suppliers by building an excellent

relationship in the pursuit of reduced total operating costs and increased company capability in meeting customer orders. The company's management also builds long-term partnerships with suppliers through the renewal of contracts that have been established and extended periodically. This result supported the previous studies by Bals and Turkulainen, (2017), Tarigan, (2019), Ateş et al., (2018), Beheshti et al., (2014), Tarigan, (2018). Those studies suggested that purchasing strategy constitutes a vital approach in sourcing raw material and spare parts to ascertain the operation sustainability at a lower total cost.

The last hypothesis states that strategic partnership affects operational performance. The result of this study supported the hypothesis. This finding is consistent with research by Ghadimi et al., (2018), Orr and Jadhav (2018), Yuen and Thai (2017), Yang et al., (2019), and Piprani et al., (2020). The strategic partnership set by the company was able to improve the company's operational performance. This finding shows that the collaboration developed by the company and developing suppliers will increase the role of suppliers in the company's business processes. It will show an excellent innovation in the company's activities to make efficiency and effectiveness in reducing company operational costs and also improve the completion of production processes that have an impact on order fulfillment. Manufacturing companies in East Java, which carries out systematic strategic planning and involve the external companies, can build supply chain integration. The ability of manufacturing companies to engage suppliers in supply chain integration makes it easy for companies to build purchasing strategies and build partnership strategies to produce process innovations and product innovations to produce efficient, effective, and adaptability.

5. Conclusion

This study set out to determine the influence of strategic planning, purchasing strategy, strategic partnership, on operational performance. The following conclusions were obtained. 1) Strategic planning influences purchasing strategy, 2) Strategic planning influences strategic partnership, 3) Strategic planning influences operational performance, 4) Purchasing strategy influences strategic partnership, 5) Purchasing strategy has a significant effect on operational performance, 6) Strategic partnership influences operational performance. This study highlights that the strategic planning set by the company is needed to maintain a balance in the company's supply chain flow to achieve efficiency, effectiveness, and adaptability. Strategic planning should adjust to the vision and goals set by the company's management. Strategic planning, which involves the company's internal and external parties, influences the company's purchasing strategy, strategic partnership, and operational performance. A purchasing strategy enables the company to match the suppliers with the demand. The company's ability to coordinate and collaborate with suppliers through sharing information and involving suppliers in process innovation and product innovation, improve operational performance by reducing total production costs and the company's ability to meet customer demand. This result provides an insight for the practitioner on how to improve the operational performance by adopting an approach of strategic planning, purchasing strategy, and strategic partnership. This research also contributes to the ongoing research in the field of supply chain management theory.

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