Uncertain Supply Chain Management

COUNTRY

Canada

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SUBJECT AREA AND CATEGORY

Business, Management and Accounting
- Business and International Management
- Management Information Systems
- Strategy and Management

Decision Sciences
- Management Science and Operations Research
- Statistics, Probability and Uncertainty

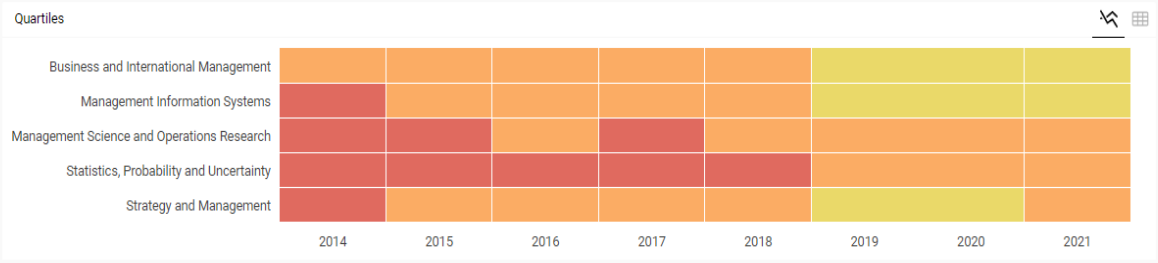
PUBLISHER

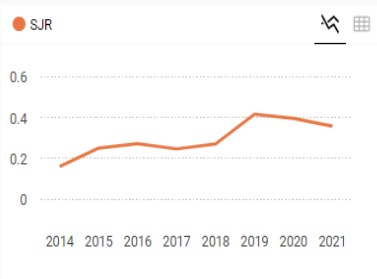
Growing Science

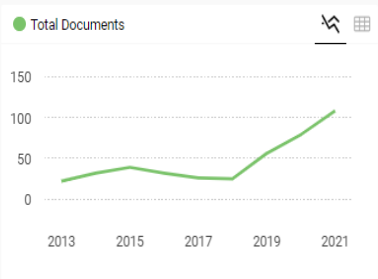
H-INDEX

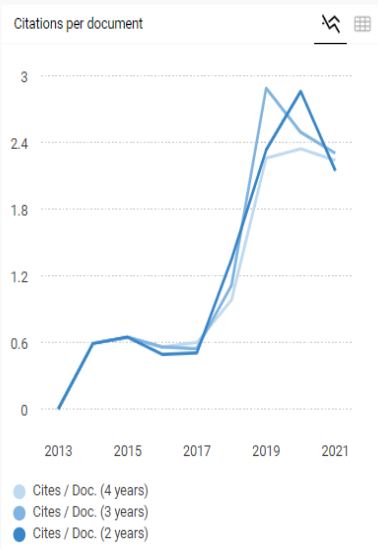
19

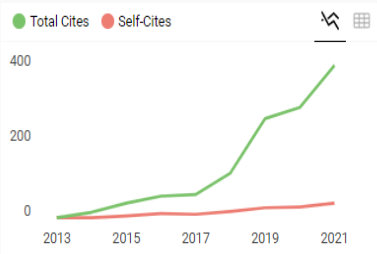
PUBLICATION TYPE	ISSN	COVERAGE
Journals	22916822, 22916830	2013-2021

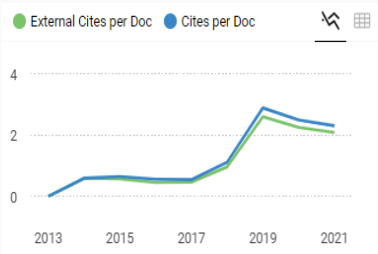










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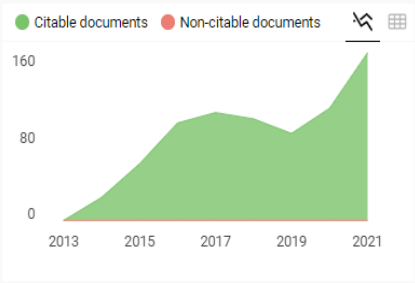
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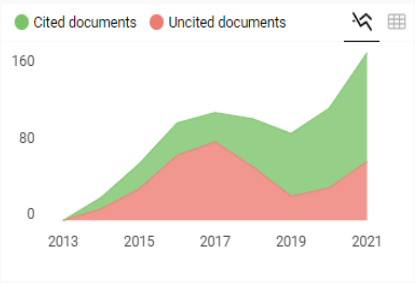
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Uncertain Supply Chain Management
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291
SINTA Score 3Yr
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Affil Score
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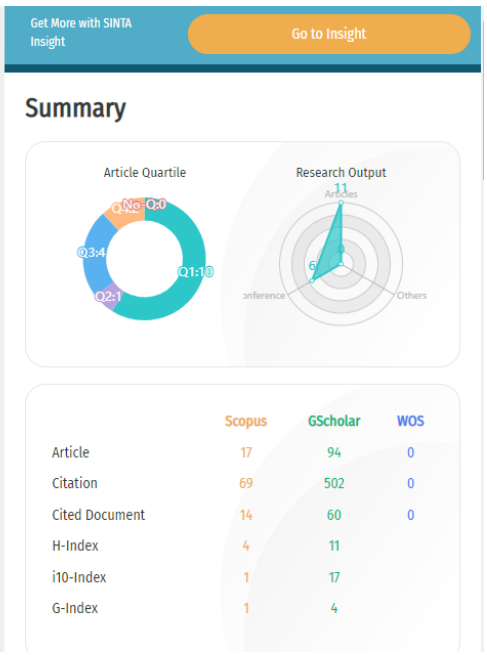
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Q3:4
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WOS
Article 17 94 0
Citation 69 502 0
Cited Document 14 60 0
H-Index 4 11
i10-Index 1 17
G-Index 1 4

The impact of supply chain practice on green hotel performance through internal, upstream, and downstream integration

Q1 as Journal | Uncertain Supply Chain Management

Author Order : 1 of 4 Creator : Basana S.R.

2022 | 3 cited

The effect of competency management on organizational performance through supply chain integration and quality

Q1 as Journal | Uncertain Supply Chain Management

Author Order : 3 of 4 Creator : Tarigan Z.J.H.

2021 | 22 cited

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Q3 as Journal | Journal of Sustainable Real Estate

Author Order : 3 of 3 Creator : Njo A.

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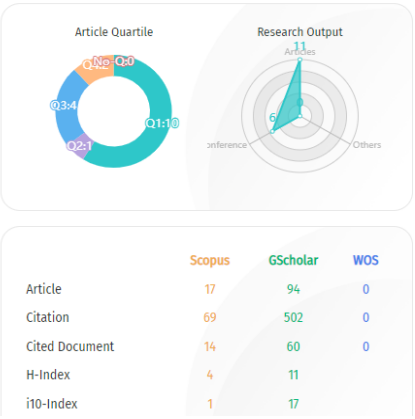
Summary



	Scopus	GScholar	WOS
Article	17	94	0
Citation	69	502	0
Cited Document	14	60	0
H-Index	4	11	
i10-Index	1	17	

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All journals published by a predatory publisher are potentially predatory unless stated otherwise.

Original list

GO TO UPDATE

This is an archived version of the Beall's list – a list of potential predatory publishers created by a librarian Jeffrey Beall. We will only update links and add notes to this list.

Useful pages

List of journals falsely claiming to be indexed by DOAJ

DOAJ: Journals added and removed

Nonrecommended medical periodicals

Retraction Watch

- 1088 Email Press
- 2425 Publishers
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- Academic Research Publishing House
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Flaky Academic Journals Blog

List of scholarly publishing stings

Conferences

Questionable conferences [archive]

How to avoid predatory conferences

Flaky Academic Conferences Blog

Evaluating journals

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JCR Master Journal List

DOAJ Journal Search

Think Check Submit

- Greenfield Advanced Research Publishing House
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- GSB Life Sciences
- Gurpukur Research Institute (GPRI) (g-Science)
- Gyancity Research Lab Private Limited
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- Hans Publishers, Inc. (HansPub, 汉斯)
- Har Krishan Bhalla & Sons (HKB Publications)
- Heighten Science Publications (HSP)
- Helics Scientific Network (Helics Group)
- Hendun Research Access
- Henry Publishing Group
- Herald International Research Journals
- Herald Scholarly Open Access
- Herbert Open Access Journals (Herbert Publications)
- Hikari Ltd.
- Hilaris
- Hind Agri-Horticultural Society (HAHS ; HIND Institutes ; Research Journals)
- Horizon Journals

- Horizon Research Publishing
- Human and Sciences Publications (HumanPub)
- Human Resource Management Academic Research Society (HRMARS)
- i-Explore International Research Journals Consortium (IIRJC
- IAMURE Multidisciplinary Research
- ibai-publishing
- IBIMA Publishing
- ICGST
- iConcept Press Ltd.
- ICTACT Journal (**note**: this publisher's journals are indexed in DOAJ, so it is likely not a predatory publisher)
- Id Press / ID Design
- IERI & PRESS
- IGM Publication
- IIARD Publication Company (International Institute of Academic Research and Development (IIARD))
- iJARS Group
- Ijbsse.org
- ijManager – Online Journal Management
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Uncertain Supply Chain Management

ISSN 2291-6830 (Online) - ISSN 2291-6822 (Print)
Quarterly publication

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,

- Resource-based view (RBV)
- Transaction Cost Analysis (TCA)
- Knowledge-Based View (KBV)
- Strategic Choice Theory (SCT)
- Agency Theory (AT)
- Institutional theory (InT)
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- Performance Information Procurement Systems (PIPS)
- Performance Information Risk Management System (PIRMS)
- Total Quality Management (TQM)
- Agile Manufacturing
- Time Based Competition (TBC)
- Quick Response Manufacturing (QRM)
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- Robust optimization in SCM problems
- Uncertainty in SCM applications
- etc.

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Review Article

Publication Quarterly
CiteScore (2021) 4.70
SJR (2021) 0.36
SNIP (2021) 0.891
h-Index (2017) 19

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best quartile
SJR 2021
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The primary aim of this publishing company is to perform fast and reliable process for contributors. Once a paper is accepted, our staffs work hard to provide online version of the papers as quickly as possible. All papers are assigned valid DOI number once they appear online just to make sure that the other people researchers cite them while no volume and numbers are still assigned to the papers. We believe this could help the existing knowledge grow faster; however, the actual publication of a paper with volume and number will not exceed more than 4 months.

Uncertain Supply Chain management is indexed by Scopus and Scimago ranking .

Vol 10 Number 1 Pages 1-294 (2022)

Open Access Article

1. **A supply chain resilience model for business continuity: The way forward for highly regulated industries** *Pages: 1-12*

Osaro Aigbogun, Meng Xing, Olawole Fawehinmi, Chukwuebuka Ibeabuchi, Amauche Ehido, Rohana Binti Ahmad and Mohammed Sani Abdullahi PDF (360K)

Abstract: The COVID-19 outbreak is a black swan event that has uncovered the delicateness of global supply chains and business architecture. Underpinned by the agency theory and institutional theory, a proposition for business continuity in the highly regulated pharma industry is presented in this paper. A cross-sectional quantitative study was carried out on a sample of 102 pharma supply chain executives in Malaysia. The primary data were gathered by administering a self-administered questionnaire and analyzed using the partial least squares structural equation modelling (PLS-SEM). The result reveals that supply chain orientation directly influences supply chain resilience. Also, introducing collaborative regulation as a mediator in this relationship shows partial mediation. The notion of collaborative regulation as a behavioral governance mechanism is relatively new, thus, presenting interesting opportunities for further exploration of the subject matter.

DOI: 10.5267/j.uscm.2021.11.001
Keywords: Business Continuity, Supply Chain Resilience, COVID-19, Collaboration, Regulation, Smart-PLS

Open Access Article

2. **The role of management accounting in the development of supply chain performance in logistics manufacturing companies** *Pages: 13-18*

Zeyad Almatarneh, Baker Akram Falah Jarah and Mufleh Amin AL Jarrah PDF (360K)

Abstract: The supply chain has been a major component of competitive strategy to enhance organizational productivity and profitability, and the supply chain is a relatively new and rapidly expanding discipline that is transforming the way that manufacturing and non-manufacturing operations meet the needs of their customers. This study aims to establish the role of management accounting in the development of supply chain performance in logistics manufacturing companies. The study applies a quantitative research methodology and uses a questionnaire method to collect the data. The study sample consists of 181 respondents. This study analyzes the data using the (SPSS) program. The results reveal a statistically significant relationship at the significance level ($\alpha \leq 0.05$) between the management accounting, including the "target cost, value chain costing and quality costing" and supply chain performance in logistics manufacturing companies.

DOI: 10.5267/j.uscm.2021.10.015
Keywords: Management Accounting, Target Cost, Value Chain Costing, Quality Costing, Supply Chain Performance

Open Access Article

4. **Does environmental performance leverage the impact of environmental strategy on financial performance? A focus on third-party logistic providers** *Pages: 29-36*

Quang-Huy Ngo PDF (360K)

Abstract: Although prior studies draw upon natural resource-based views, environmental strategy permits competitive advantages, and as such, gains financial performance. However, empirical results are mixed. To shed light on this issue, this study proposes that environmental performance mediates the link between environmental strategy and financial performance. Data were collected from 175 third-party logistic providers currently operating in Vietnam to test the hypotheses. Partial least square structural equation modeling was borrowed to test the data. The results reveal environmental performance partially mediates the link between environmental strategy and financial performance. By considering the mediating effect, this study contributes to the literature by addressing the intervening mechanism of environmental performance on the inconclusive relationship between environmental strategy and financial performance. Besides, this study also extends prior studies by borrowing a concept of environmental strategy, which captures the extent of organizations pursuing this strategy, to explain how and why pursuing this strategy permits environmental and financial performance.

DOI: 10.5267/j.uscm.2021.10.013
Keywords: Environmental performance, Environmental strategy, Natural resource-based view, Third-party logistics, Vietnam

Open Access Article

6. **Factors affecting Lychee supply chain linkage and business performance** *Pages: 43-48*

Pham Thi Dinh, Mai Thi Huyen, Nong Huu Tung, Bui Anh Tu and Pham Van Hung PDF (360K)

Abstract: The objective of this study is to investigate the relationship between supply chain linkage and business performance in the lychee supply chain in Vietnam. The study collected 395 matched samples after sample screening. Partial least squares (PLS) algorithm is used to process the data. Research results show a link between supply chain linkage and business performance. Furthermore, research shows that risk supply chain, quality management, and business strategy also impact supply chain linkages and business performance.

DOI: 10.5267/j.uscm.2021.10.011
Keywords: Supply chain linkages, Quality management, Business performance, Lychee supply chain

Open Access Article

7. **Design, building and validating a measuring scale for the supply chain management practices of industrial organizations by assessing their efficiency on SCM measures** *Pages: 49-68*

Wael Hassan El-Garaihy, Usama A. Badawi, Walid A. S. Seddik and M. Sh. Torky PDF (360K)

Abstract: The aim of this study is to design, build and validate a scale for the measurement of Saudi industrial Organizations' SC Management Practices (SCMP), and also to evaluate its efficiency at various SCM measurements. The analysis identified 20 constructs of (SCMPs) based on a comprehensive literature review; namely Strategic Partnership of Suppliers (SPS), Customer Relationship (CR), Information Sharing (IS), Information Quality (IQ), Postponement (PST), Agreed Vision and Goals (AVG), Sharing of Risks and Rewards (SRR), Lean Manufacturing (LM), Total Quality Management (TQM), Organizational Culture (OC), Information and Communication Technology (ICT), Benchmarking and Performance Measurement (BPM), Agile Manufacturing (AM), Outsourcing (OUT), Just In Time Manufacturing (JIT), Green SC Management (GSCM), Reverse Logistics (RL), Vendor Managed Inventory (VMI), Radio Frequency Identification (RFID), and SC Integration (SCI), and four SCM performance structures in particular namely; Flexibility Perspective (FLP), Efficiency Perspective (EFP), Customer's Perspective (CSP), Product Innovation Perspective (PIP). A survey tool based on the existing literature was developed and relevant data were collected from 351 Industrial Saudi organizations on this tool. In the data analysis the validation of the instrument is mainly carried out with confirmatory factor analysis in terms of unidimensionality, durability, convergent validity, discriminant validity, nomological validity, and the associated validity criteria. A parsimonious instrument that makes an important contribution to the SCM literature is generated by the results of this research. The instrument will allow an enterprise to incorporate various SCMPs, to keep track of the implementation status, and then to evaluate SCM performance to the SCM dimensions.

DOI: 10.5267/j.uscm.2021.10.010
Keywords: Supply chain management practices, SC performance measures, Industrial Organizations, Efficiency

Open Access Article

9. **Multiproduct manufacturer-retailer coordinated supply chain with adjustable rate for common parts, delayed differentiation, and multi-shipment** *Pages: 83-94*

Hong-Dar Lin, Victoria Chiu, Hua-Yao Wu and Yuan-Shyi Peter Chiu PDF (360K)

Abstract: Operating in today's turbulent and competitive world marketplaces, manufacturers must find the best production scheme and delivery policy to meet timely client's multiproduct requirements and minimize the total manufacturing-shipment expenses. This study proposes a two-stage delayed differentiation model for a multiproduct manufacturer-retailer coordinated supply chain featuring the adjustable-rate for making common parts and a multi-shipment policy for transporting finished goods. The aim is to help present-day manufacturers achieve their operational goals mentioned above. The mathematical techniques help us build a specific model to explicitly represent the problem and derive its overall operating expense. Then, the convexity of the total expense is verified by Hessian matrix equations. The differential calculus helps derive the cost-minimized fabrication-shipment decision. This study offers an example to demonstrate the applicability and capabilities of our proposed model numerically. The following crucial information has been made available to the managers to facilitate their operating decision makings: (1) the problem's best fabrication-shipment policy; (2) the collective influence of various common part's completion rates and values on the problem's total expenses and optimal fabrication-shipment policy; (3) the impact of various adjustable-rates in stage one on utilization and stage one's uptime; (4) the details of cost contributors to the problem; and (5) the collective impacts of critical features on the problem's performance.

DOI: 10.5267/j.uscm.2021.10.008
Keywords: Manufacturer-retailer system, Multiproduct, Delayed differentiation, Adjustable-rate, Multi-shipment

Open Access Article

17. **Exploring market orientation, product innovation and competitive advantage to enhance the performance of SMEs under uncertain evens** *Pages: 161-168*

Siti Fatonah and Aris Tri Haryanto PDF (360K)

Abstract: The purpose of this study is to build an empirical research model and prove the influence of market orientation on product innovation and competitive advantage. The study also proves the intervening role of product innovation and competitive advantage on increasing market performance. In addition, market uncertainty is also tested in moderation in strengthening the relationship between product innovation and competitive advantage in market performance. The study tests 178 samples of Batik SME players in Surakarta. A purposive sampling was used as this research's sampling method. The result of this study proves empirically that market orientation positively, significantly influences product innovation and competitive advantage. The test of mediation role between product innovation and competitive advantage in market performance also shows positive and significant results. The result of the test on moderation role between Market uncertainty in the relationship between product innovation and competitive advantage on market performance also shows positive and significant influence on market performance.

DOI: 10.5267/j.uscm.2021.9.011
Keywords: Market orientation, Product innovation, Competitive advantage, Marketing performance, Market uncertainty

Open Access Article

18. **The impact of supply chain practice on green hotel performance through internal, upstream, and downstream integration** *Pages: 169-180*

Sautma Ronni Basana, Widjojo Suprapto, Fransisca Andreani and Zeplin Jiwa Husada Tarigan PDF (360K)

Abstract: The company builds communication and collaboration with suppliers and customers to increase competitiveness in the supply chain flow. The organization's ability to involve suppliers and customers in business activities to achieve efficiency and effectiveness is one of the objectives of supply chain practice. The distribution of questionnaires directly to hotel practitioners was 25 respondents, and 65 respondents obtained the distribution of google form links. The results showed that supply chain practices with supplier relationship management and quality information sharing activities could increase internal and upstream integration and not directly impact downstream integration. Internal integration with data integration activities accurately and coordination between functions on an ongoing basis can affect upstream and downstream integration and green hotel performance. Upstream integration and downstream integration with joint decision activities and planning synchronization with external parties can directly impact green hotel performance. They were increasing the market share and image of the hotel with the implementation of caring for the environment. This research contributes to hotel practitioners adopting practical supply chains in building internal and external integration to increase competitiveness and theoretical contribution to developing supply chain theory and green performance.

DOI: 10.5267/j.uscm.2021.9.010
Keywords: Supply chain practice, Upstream integration, Downstream integration, Internal integration, Green performance

Open Access Article

21. **The effect of risk on supply chain cooperation: Evidence from Vietnam agriculture** *Pages: 205-216*

Quang Bach Tran, Thi Bich Thuy Nguyen, Thi Yen Nguyen, Van Hao Tran, Thi Xuan Loc Nguyen and Thi Cam Thuong Hoang PDF (360K)

Abstract: The study aims to test the impact of risk on supply chain cooperation in the agriculture sector in Vietnam. The research paper used the quantitative research method through analysing structural equation modelling (SEM), with a dataset of 518 observations. The survey subject is the experienced and knowledgeable manager in supply chain management in the agricultural sector. The result found that risk has impacted not only directly and negatively on the supply chain cooperation but also indirectly through intermediary factors, namely commitment and the participant's opportunistic behaviour. In addition, the study has also proved that in some cases, the participant's dependency mentality in work and opportunistic behaviour lead to the opposite impact of commitment on trust and level of supply chain cooperation in agriculture. Based on this result, the study also makes recommendations to enhance the effectiveness of the supply chain cooperation in the agricultural sector in Vietnam. The findings contributed to both theory and practice. It pointed out the impact of risk on the supply chain cooperation in the agricultural sector, as well as the mediating role of commitment and opportunistic behaviour in this relationship.

DOI: 10.5267/j.uscm.2021.9.007
Keywords: Risk, Trust, Commitment, Opportunistic Behaviour, Supply Chain Cooperation, The Agricultural Supply Chain

23. **The effect of supply chain finance on supply chain risk, supply chain risk resilience, and performance of Vietnam SMEs in global supply chain** *Pages: 225-238*

Duy Nhien Nguyen, Thi Thu Hoai Nguyen, Thi Tho Nguyen, Xuan Hung Nguyen, Thi Kim Thu Do and Hoai Nam Ngo PDF (360K)

Abstract: The purpose of the article is to examine the response of small and medium enterprises (SMEs) in Vietnam to supply chain finance and then have a strategy to use supply chain risk resilience to control supply chain risk and improve supply chain effectiveness and SMEs performance. The analysis results are based on three months of data collected from 890 SMEs in Vietnam. The results show that supply chain finance has a statistically significant positive impact on supply chain effectiveness, SMEs performance and supply chain risk resilience. At the same time, supply chain finance has a negative impact on the supply chain risk of Vietnam SMEs in the global supply chain. Finally, we offer recommendations to help SMEs improve supply chain effectiveness and performance through the supply chain finance tool.

DOI: 10.5267/j.uscm.2021.9.005
Keywords: Supply chain finance, Supply chain risk, Supply chain risk resilience, Global supply chain, SMEs

25. **The impact of supply chain financing on SMEs performance in Global supply chain** *Pages: 255-270*

Trong Lam Vu, Duy Nhien Nguyen, Tuan Anh Luong, Thi Thanh Xuan Nguyen, Thi Thai Thuy Nguyen and Thi Diep Uyen Doan PDF (360K)

Abstract: The purpose of the article is to evaluate the factors affecting supply chain finance and the influence of supply chain finance on supply chain financing performance and SMEs performance in Vietnam. The study was conducted on 856 small and medium enterprises in Vietnam for 3 consecutive months. The data is processed by Smart PLS 3.3.6 software, the results show that credit quality, supply chain integration, information sharing, and information technology all have a statistically significant impact on supply chain finance. Besides, supply chain finance has a statistically significant impact on supply chain financing performance and SMEs performance. Finally, the innovation capability and the market response capability act as full mediators in the relationship between supply chain finance and supply chain financing performance. Based on the research results, we propose solutions and recommendations to help small and medium enterprises better access capital and improve business performance.

DOI: 10.5267/j.uscm.2021.9.003
Keywords: Supply chain finance, Supply chain management, SMEs, Vietnam

26. **Factors affecting the performance of foreign direct investment in the renewable energy supply chain** *Pages: 271-276*

Pham Thu Phuong, Nguyen Duc Duong and Nguyen Thi Thu Ha PDF (360K)

Abstract: The development of Vietnam's economy in recent years has had positive contributions from the foreign direct investment (FDI) sector to the realization of socio-economic goals. The study found four factors affecting the business performance of FDI enterprises in the renewable energy supply chain: internal environment, user pressure, cooperation with suppliers, and environmental regulations. Synthesized research from 395 survey questionnaires at renewable energy enterprises in Vietnam. High-tech, low-energy businesses and the environmental goods sector can benefit Vietnam's environment and help the country achieve its green growth goals.

DOI: 10.5267/j.uscm.2021.9.002
Keywords: Business Performance, Foreign Direct Investment, Renewable Energy Supply Chain

27. **The effect of supply chain quality perception and country of origin on Smartphones purchase intention of Indonesian consumers** *Pages: 277-284*

Wawan Prahiawan, Mochammad Fahlevi, Juliana Juliana, John Tampil Purba, Khamaludind, Syahriani Syam and Sri Lestari PDF (360K)

Abstract: The purpose of this study was to analyze the relationship between Role of Country of Origin and Quality Perception of Smartphones Purchase Intention. The approach in the research used is a quantitative approach using PLS-SEM SmartPLS software as a data processing tool. In this study, data collection technique was carried out using either a questionnaire or online questionnaire which was distributed to 120 respondents of Millennial Smartphone Consumers. Sampling system was a snowball sampling method. Based on the results of hypothesis testing, it was found that there was a positive and significant relationship between Country of origin and perceived quality of the product. There was also a positive and insignificant relationship between Country of origin and purchase intentions. Finally, there was a positive and significant relationship between perceived quality and consumer purchase intentions.

DOI: 10.5267/j.uscm.2021.9.001
Keywords: Country of Origin, Supply Chain Quality Perception, Purchase Intention, Indonesian Consumers

28. **The role of innovative ideas in business sustainability: Evidence from textile industry** *Pages: 285-294*

Sastwimon Wongwilai, Pongtep Phudetch, Pitiphoj Saelek, Aekachai Khuptawatin, Kitichai Wongcharoensin, Sarawut Chaitongrat, Ronnakorn Vaiyavuth and Kittisak Jermsittiparsert PDF (360K)

Abstract: The objective of the current study was to examine the role of innovative ideas in business sustainability. The mediating role of innovative process, innovative production and innovative supply chain was also examined. Therefore, the relationship between innovative ideas, innovative process, innovative production, innovative supply chain and business sustainability was examined. Data was collected from the employees of textile companies. As the Indonesian textile companies were under investigation in the current study. Data was collected from Indonesian textile company employees. 300 questionnaires were sent to the textile companies with the help of email. Hence, email surveys were preferred with the help of questionnaires. Results of the study highlights that the innovative ideas had a major role in business sustainability. Introduction of new ideas inside the boundaries of the organization expedites the business sustainability. Additionally, innovative ideas have a positive effect on innovative production and innovative supply chains. Moreover, innovative production and innovative supply chain have a positive effect on business sustainability. Therefore, innovative ideas increase the innovative production and supply chain which further shows a positive effect on business sustainability.

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The impact of supply chain practice on green hotel performance through internal, upstream, and downstream integration

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The company builds communication and collaboration with suppliers and customers to increase competitiveness in the supply chain flow. The organization's ability to involve suppliers and customers in business activities to achieve efficiency and effectiveness is one of the objectives of supply chain practice. The distribution of questionnaires directly to hotel practitioners was 25 respondents, and 65 respondents obtained the distribution of google form links. The results showed that supply chain practices with supplier relationship management and quality information sharing activities could increase internal and upstream integration and not directly impact downstream integration. Internal integration with data integration activities accurately and coordination between functions on an ongoing basis can affect upstream and downstream integration and green hotel performance. Upstream integration and downstream integration with joint decision activities and planning synchronization with external parties can directly impact green hotel performance. They were increasing the market share and image of the hotel with the implementation of caring for the environment. This research contributes to hotel practitioners adopting practical supply chains in building internal and external integration to increase competitiveness and theoretical contribution to developing supply chain theory and green performance.

1. Introduction

The development of the manufacturing and services industry is highly dependent on the growth of customers and the ability of suppliers to provide materials as needed. The company tries to connect suppliers and customers to the company's internal systems in an integrated manner to communicate and coordinate quickly and precisely (Sundram et al., 2016). The company's ability to integrate suppliers and customers into the internal business is called supply chain management (Kang et al., 2018). The company implements supply chain management intending to produce products or services that provide service processes and processes to make products efficiently and effectively. The company's ability to utilize the supply chain by implementing increases competitiveness on an ongoing basis. The company can also provide good service to customers and impact the development of the company's suppliers. The services and manufacturing industry must coordinate internally and externally in implementing the supply chain in a practical way (Phan et al., 2019). Supply chain practices are carried out by companies in the supply chain flow, starting from a supplier-focused role, internal coordination within the company, and a customer-focused role (Tarigan et al., 2021; Al-Shboul et al., 2017; Gorane & Kant, 2016). Supply chain practice is a core business for the company (supplier management, process control, improvement, top management support, and customer focus) and supporting industry for culture-oriented practices companies (Truong et al., 2017). Supply chain practice can impact the performance of retail companies (Tarigan et al., 2021; Jie & Gengatharen, 2019). Supply chain practices in manufacturing companies in India can affect company performance (Gorane & Kant, 2016). Activities carried out by the company as a form

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of supply chain practice internally by conducting process control and improvement. Internal activities can build upstream integration by implementing supplier management. Internal activities also have an impact on downstream integration by running customer focus. Activities carried out by the company to understand customer desires and customer expectations. The company tries to communicate with suppliers to get quality materials according to the requirements set (Truong et al., 2017). Supply chain practice as a practice and activity adopted to produce an effective and efficient process in managing supply chain flow through coordination of supply, demand, and relationships to meet customer expectations (Al-Shboul et al., 2018). Supply chain practice can help companies to improve the efficiency and effectiveness of the company's operations. Supplier collaboration built by the hotel with the supplier. Hotels involve suppliers in solving problems faced following the provisions in building a purchasing strategy (Tarigan et al., 2020). Sustainable development for hotels involves management, employees, customers, suppliers, local government, financial support from parent firms as stakeholders to be responsible and focused on getting eco-certified (Prud'homme & Raymond, 2016). Green supply chain practice for hotels in building cooperation with suppliers and customers to minimize environmental impact. Tourism business industry organizations ask suppliers to provide environmentally friendly materials and implement processes that minimize environmental impacts (Nguyen et al., 2020). Hotels can build market intelligence in the hope of being able to adapt internal conditions quickly to changes that occur in customers, competitor developments, technological developments, and regulations (Alnawas & Hemsley-Brown, 2019).

Supply chain integration, which consists of internal integration, supplier integration, and customer integration, can impact organizational flexibility as a form of company performance (Shukor et al., 2020). Internal integration in manufacturing companies can increase external integration, inter-plant coordination, and operational performance (Cheng et al., 2016). Hotels can implement information technology to support employee performance. The use of technology correlates with an increase in the ability of individual employees to understand the function of information technology systems (Ratna et al., 2018). Information technology can influence supply chain practice's effect on retailer performance (Tarigan et al., 2021). Information integration for the hotel industry can impact the purchasing strategy to provide real-time data reports to suppliers (Siagian et al., 2019). Information technology used in Romanian hotels for front offices is used for customer check-in, room arrangement and control, and customer payment systems (Oltean et al., 2014). The company tries to build strong relationships between functions through communication, coordination, and effective relationships to improve flexibility in anticipating change (Khalaf & El Mokadem, 2019). This condition has an impact on the hotel to share information with the customer through marketing information. Supply chain integration can impact business performance through supply chain flexibility and resilience but has no impact if it is through an innovation system (Siagian et al., 2021). Green activities in the industry are usually found in the use of environmentally friendly materials, the substitution of environmentally friendly raw materials, the use of supporting materials with ecologically friendly considerations, considering designs that can use a relatively small space, and the use of relatively short assembly times, optimizing processes to reduce waste and emissions, use technology that can save energy for the organization, carrying out recycling during the process phase and carrying out total quality that refers to international environmental standards (Cosimato and Troisi, 2015). In addition, green hotels are practically applied based on employee perceptions through an investigation process that is put forward with clean water and sanitation, affordable and clean energy, responsible consumption and production activities, and responses to climate change (Abdou et al., 2020).

Implementation of a green hotel by reducing food waste in the supply chain flow, then each department is advised to measure the number of components needed. Accurate calculations are required to buy food in large quantities to avoid overpackaging (Abdou et al., 2020). The current role of the hotel is not only used for resting places but also meeting, incentives, conventions, and exhibition activities. Organizations and government parties continuously use hotels for their actions. Hotel activities can be carried out with suppliers and customers on an ongoing basis in the supply chain management flow (Siagian et al., 2019). The hotel's ability to implement green supply chain practices in Vietnam can provide a good destination image for tourists visiting the north of Vietnam (Do et al., 2020). Vietnam Tourism Industry (VTI) capability in green supply chain practice by considering environmentally friendly products and processes according to customer wishes. Green purchasing set at hotels by considering the need for environmentally friendly materials can provide employee interest in implementing activities to support green operations (Basana et al., 2021). Hotel management in determining marketing management to understand customer needs. The supplier strategy used by the hotel to coordinate the procurement of quality materials. The hotel carries out the relationship between customers and suppliers to support sustainable development to reduce the negative impact on environmental damage (Prud'homme and Raymond, 2016). Hotel performance is generally determined by the occupancy rate, profit, and adaptability, supported by the development of information technology (Oltean et al., 2014).

With the hotel's ability to provide recycled products and eco-green products for efficiency, the hotel can increase performance by reducing energy consumption and providing efficiency in services (Tarigan et al., 2020). Green hotels are widely applied in using materials that can be recycled, using materials that can be separated and reused. Hotel activities focus on the green by using environmentally friendly materials, maintaining processes with relatively small pollution, saving energy use, improving service procedures, adding environmental protection ideas to the training carried out (Basana et al., 2021). In addition, green hotels can impact operational costs by reducing permanent costs and low investment costs to increase profits and increase customer satisfaction (Buunk & Van der Werf, 2019). Based on the explanation above, few studies discuss supply chain practice on hotel objects that involve integration with upstream supply chain and downstream supply chain parties in improving green performance. Previous research still explains the relationship between the two constructs but has

not been carried out simultaneously. This study has five main objectives: first, to examine supply chain practice against internal hotel integration, and second, to explore the relationship between supply chain practice and external integration, namely upstream integration and downstream integration. Third, examine the relationship between internal and external integration, namely upstream and downstream integration. Fourth, read the relationship of internal integration to green hotel performance. Lastly, fifthly examine the relationship of external integration, namely upstream integration and downstream integration, to green hotel performance.

2. Literature Review

2.1. Supply Chain Practice

Companies try to involve external and internal roles to build competitiveness on an ongoing basis to achieve efficiency and effectiveness (Tarigan et al., 2021; Sundram et al., 2016). The activities carried out by the company practically by involving suppliers and customers and empowering internal roles are called supply chains (Tarigan & Siagian, 2021). Supply chain practice can be divided into three by paying attention to the position in the supply chain flow, namely the main activity focuses on the role of the supplier, the main activity focuses on the internal function of the company, and the main activity focuses on the part of the customer (Al-Shboul et al., 2017; Jie, & Gengatharen, 2019; Tarigan et al., 2021; Sundram et al., 2016). In Vietnamese hotels, green supply chain practices are tourism enterprises with packaging waste, economical transport, product recycling, and green capability (Nguyen et al., 2020). Supply chain practice activities in Indian manufacture are organizational culture, customer relationship, information and communication technology, benchmarking and performance measurement, lean manufacturing, agile manufacturing, and supplier relationship, outsourcing, information sharing, just in time manufacturing, green SCM, reverse logistics, postponement, vendor managed inventory and radio frequency identification (Gorane & Kant, 2016). Supply chain practice with activities that focus on the role of suppliers, including strategic supplier partnerships (Sundram et al., 2016; Gorane & Kant, 2016; Al-Shboul et al., 2017; Tarigan et al., 2021), information sharing with suppliers (Sundram et al., 2016; Al-Shboul et al., 2017; Jie, & Gengatharen, 2019), quality of supplier information sharing (Al-Shboul et al., 2017; Sundram et al., 2016; Tarigan and Siagian, 2021), strategic alliance with suppliers (Jie, & Gengatharen, 2019); supplier collaboration (Al-Shboul et al., 2018); flexibility with suppliers (Al-Shboul et al., 2018). Supply chain practice with the primary activity role focusing on the customer, including sharing information with the customer (Al-Shboul et al., 2017; Jie & Gengatharen, 2019; Al-Shboul et al., 2018), quality of customer information sharing (Al-Shboul et al., 2017; Sundram et al., 2016), customer relationship management (Al-Shboul et al., 2017; Sundram et al., 2016; Jie, & Gengatharen, 2019; Tarigan et al., 2021), Postponement (Al-Shboul et al., 2017; Sundram et al., 2016). Supply chain practice with main activities focused on internal coordination of the company, including information sharing with internal companies (Al-Shboul et al., 2017; Jie and Gengatharen, 2019; Sundram et al., 2016; Tarigan et al., 2021), quality of internal information (Gorane & Kant, 2016; Al-Shboul et al., 2017; Sundram et al., 2016), implementation of lean thinking (Jie, & Gengatharen, 2019; Al-Shboul et al., 2017; Al -Shboul et al., 2018), integration intensity (Gorane and Kant, 2016; Al-Shboul et al., 2018), agreed with vision and goals (Sundram et al., 2016), usage of internet (Al-Shboul et al., ., 2018) and risk and reward sharing (Sundram et al., 2016). Supply chain practice which consists of upstream supply chain practice, the focal company in the production process, and downstream supply chain practice, can impact sustainability (Govindan et al., 2014). This study establishes indicators for supply chain practice in hotels, namely customer relationship management, supplier relationship management, quality information sharing, and supports the objectives set by the company.

2.2. Supply chain management Integration

The business that companies use to integrate company activities within the organizations internal with the external organization is known as supply chain management integration (Kang et al., 2018; Sundram et al., 2016). Supply chain management integration that connects business processes, activities, functions, and places between the company and its customers is known as downstream integration. Between the company and suppliers is the definition of upstream integration and between business functions within the company. Companies try to control internal processes and make improvements to build external relationships through supplier management and customer focus (Truong et al., 2017). Supply chain integration in a company is measured by sharing information about material/product needs, involving partners in product development, sharing company-level inventory, sharing company production planning with external parties, and actively coordinating with external parties as company partners (Siagian et al., 2021). Manufacturing companies increase operational performance by integrating internal and external, and inter-plant coordination (Cheng et al., 2016).

2.2.1. Internal Integration

Fast coordination between organizational functions in integrated activities using integrated information technology (Suprapto et al., 2017). Internal integration occurs between the manufacturing and purchasing departments in sharing information, and joint decisions can improve coordination between functions in the company (Cheng et al., 2016). Integration between warehouses in providing materials with the production department when they need material supply can use an integrated information system to determine the needs of day-to-day activities. Integration between functions is determined by the

existence of process control and improvement to produce quality products, reduce process variance, and minimize errors made by employees (Truong et al., 2017). Integration between the delivery function and the finished goods warehouse function provides the types of products ready to be delivered to customers. Integration between the production planning department and the marketing department in determining the production process schedule. Internal integration supply chain used in enterprise resource planning applications is determined by measuring items inventory data integration between functions within the company's internal, data integration between tasks within the company's internal, real-time integration, and cross-functional process improvement (Pirmanta et al., 2021). The integration of internal functions in the company can provide efficient and effective processes (Kang et al., 2018). The internet of things used by hotels using information technology in real-time and the availability of information for hotel residents can satisfy customers (Basana et al., 2021). Information integration as a system in hotels can have an impact on cross-functional internal organization with the indicators set are data integration between functions running well, reports used between departments are updated continuously, employees can access data on time, and data improvement in the organization's internal hotels can be made online (Hotlan et al., 2019). Internal integration is integration between functions within the company as measured by data integration between processes running well, enterprise application integration running normally, inventory data integration, real-time searching inventory, and real-time searching logistics data (Shukor et al., 2020). Internal integration occurs between functions within the organization to achieve effectiveness and efficiency as measured by communication cross functions, coordination cross functions, and affective relationships (Khalaf & El Mokadem, 2019). The use of information technology in hotels is measured by technological reliability, data processing speed, control, and minimal troubleshooting, technology flexibility, and technology compatibility (Ratna et al., 2018). In carrying out internal integration in Romanian hotels, information technology uses the management system medallion, eXpresSoft, and standard Microsoft office software (Oltean et al., 2014). Internal integration is determined with the construct measurement items data integration across internal functions, data integration in real-time, accurate data integration, and coordination cross functions on an ongoing basis.

2.2.2. Downstream Integration

Coordination built by the company with the customer is also known as backward integration. Information about product needs with product order processes and forecasting processes carried out by the company on demand (Sundram et al., 2016). The coordination built by the company with the customer can also be used to return products that are not following the organization's needs. The company builds information quality with the customer by sharing accurate, measurable, complete, reliable, and timely information, making it easier for customers to prepare. The indicators used by companies related to downstream with customers in the supply chain are customer relationships, information technology links with customers, information sharing with customers, customer involvement in the design, and customer involvement in quality in companies in Vietnam (Phan et al., 2019). Customer integration in the manufacture and services industry in Malaysia is measured by the items of the relationship level with the primary customer, the computer system level in placing an order for the product, the level of information sharing with the customer, the communication built with the customer and the fast-ordering system by the primary customer (Shukor et al., 2020). The integration occurs between the company and the customer by focusing on customer needs through new product/service development activities and after-sales services to understand current customer needs and customer expectations in the future (Truong et al., 2017). External supply chain integration with the customer is determined by measuring information sharing with customers, improving customer processes, long-term relationships with customers, joint decision making with customers, and synchronizing planning with customers through enterprise resource planning applications (Pirmanta et al., 2021). Downstream Supply chain practice proposed by Govindan et al. (2014), namely lean (just in time, delivery flexibility, customer relationship), resilient (flexible transportation, silent product, and demand base management), and green (reverse logistics, environment monitoring by the customer, and discuss with the customer). The company can postpone the process by holding the product to be sent to the customer when the stock position at the customer is still adequate, and the company delays assembling the product according to the customer's request so that it can provide company integration with the customer (Sundram et al., 2016). Explanation about downstream integration, this research determines the construct measurement items are improving the process with customer, the joint decision with the customer, synchronizing planning with the customer, and sharing quality information with the customer.

2.2.3. Upstream Integration

Upstream supply chain practice was developed by Govindan et al. (2014), namely lean (supplier relationship, just in time, supplier involvement), resilient (sourcing strategy, flexible sourcing, developing visibility), and green (environmental collaboration with suppliers, encourage suppliers to take return material, certification suppliers). The company's integration with the supplier is also called supplier integration (Kang et al., 2018). First, the company obtains materials from suppliers and determines the amount of material needed and specifications according to the criteria set by the company in deciding order qualifications (Cheng et al., 2016). Then, the company's purchasing department builds coordination and integration with suppliers to provide the materials needed with the correct quantity, quality, and delivery time (Sundram et al., 2016). The indicators used to measure the upstream supply chain in manufacturing companies are supplier selection, information technology link with suppliers, information sharing with suppliers, supplier involvement in the design, supplier involvement in quality, and supplier partnership (Phan et al., 2019). The integration established by the company with the supplier by implementing supplier management so that the communication and collaboration that is built can provide standard materials

with the required quality and specifications (Truong et al., 2017). Supply chain external integration with the customer as the company's focus is measured by sharing information with customers, improving the process with customers, long-term relationship with customers, joint decision making with customers, and synchronizing planning with customers through enterprise resource planning applications (Pirmanta et al., 2021). The company's ability to communicate and integrate with suppliers will impact hotels when they get environmentally friendly materials and get materials that have a longer lifetime (Sautma et al., 2021). Hotels rely on a purchasing strategy to build collaborations with suppliers in providing eco-labeled products and providing products that can be recycled and meet the requirements set out following government regulations (Tarigan et al., 2020). The measurement items used in customer integration for the manufacture and services industry in Malaysia are determined by the level of information sharing with the leading suppliers, quick ordering systems with suppliers, the level of partnership with the main suppliers, the level of stability in supplying raw materials and the level of participation in determining the planning and production process. Shukor et al., 2020). Collaboration that hotels use with their suppliers through sharing of information and ideas to increase efficiency. Hotels involve suppliers in solving problems they face to be faster and more efficient (Tarigan et al., 2020). Explanation about upstream integration, this research determines the construct measurement items improve the process with suppliers, joint decisions with suppliers, synchronize planning with suppliers, and share quality information with suppliers.

2.3. Green Hotel Performance

The hotel's ability to provide environmentally friendly products or processes following customer requests, at the same time, pressure for hotels to carry out business activities (Do et al., 2020). Green performance is for organizations to increase their competitiveness with improved efficiency, quality improvement, productivity improvement, and cost-saving factors (Cosimato & Troisi, 2015). The ability of hotels to run green hotels to improve hotel performance by implementing green purchasing, green operations, using information technology, and improving employee behavior on an ongoing basis (Basana et al., 2021). Hotel performance as a form of economic performance in the hotel industry is measured by sales growth, market growth, room occupancy rate, income from online reservations through information technology, and the percentage of income from overseas customers (Alnawas & Hemsley-Brown, 2019). Moliner et al. (2012) stated that the hotel industry's performance is measured by financial performance, namely occupancy rate, income per room, gross profit per room, wealth creation, and generate profit. Hotel performance measurement of stakeholder satisfaction is measured by indicators of customer satisfaction level and employee satisfaction level. Hotel performance is measured on three dimensions of efficiency: increasing profits, effectiveness in rising occupancy rates, and adaptability in increasing income generation with new services (Oltean et al., 2014). Green Vietnam's tourism enterprises are set with hotel performance, namely Environmental performance, reputation, competitiveness, and financial performance (Nguyen et al., 2020). Green hotel performance is used to identify hotel operational performance, which can minimize waste and reduce the use of electrical energy to be more efficient (Tarigan, 2020). The Green Key eco-label in the hotels and Bed & Breakfasts industry was obtained with several reasons for its application, including providing a better impact on the environment around the hotel, providing a good image for the organization, rules that apply to each industrial sector, ecolabeling able to increase profits, and eco-label can provide increased competitiveness (Buunk & van der Werf, 2019). The use of information technology determines the increase in hotel performance with indicators of check-in online, increasing response to customers, increasing the level of services, and checking out in real-time (Siagian et al., 2019). Hotel performance measurements in implementing green include being able to reduce waste, being able to reduce energy consumption, and being able to provide efficient services (Tarigan et al., 2020). Hotels always try to implement green in business processes to improve the hotel's image for customers, reduce hotel operational costs, increase market share, and commit to environmental development (Abdou et al., 2020). This study sets out green hotel performance measurement items, namely improving hotel image for customers by implementing green hotels, reducing hotel operational costs by using environmentally friendly products, increasing market share through environmental care, and hotel commitment to ecological development (Buunk & van der Werf, 2019; Abdou et al., 2020; Tarigan et al., 2020)

3. Relationship between Research Concepts

3.1. The relationship between supply chain practice concepts and supply chain integration

This sustainable ERP (enterprise resources planning) is defined as a place for internal integration and external integration used by manufacturing companies to keep data integration between functions running well and stable system integration between functions (Suprapto et al., 2017). The company upgrades software and hardware according to developments and maximizes technology utilization to improve performance (Pirmanta et al., 2021). Supply chain management integration can impact operational firm performance by increasing customer services, product quality, delivery dependability, delivery speed, and flexibility of volume (Vafaei-Zadeh et al., 2020). Supply chains practice in the company internally by sharing information between functions and departments can make coordination and communication, and data integration between departments run well (Sundram et al., 2016). Effectiveness and efficiency are one of the company's goals in improving company performance by building communication, internal coordination of the company with external parties to increase flexibility for customers (Khalaf & El Mokadem, 2019).

As indicated by internet usage, supply chain practice can provide increasing internal integration for the internal integration of manufacturing companies (Al-Shboul et al., 2018). Supply chain practices in companies with internal lean practice concepts can increase supply chain internal integration (Al-Shboul et al., 2017). Supply chain practices that focus on suppliers with a supply strategic partnership dimension (Tarigan & Siagian, 2021) have an impact on upstream integration in supply chain integration with the organization's ability to assist suppliers in improving product quality and involve key suppliers in setting planning activities and organizational goals (Sundram et al., 2016). Supply chain practice in companies with quality of information sharing influences customer responsiveness in manufacturing companies (Al-Shboul et al., 2017). The communication built by the company with the customer has a positive impact on integration with customers because the company always measures and evaluates customer satisfaction and prepares customer expectations in the future as a form of supply chain practice in customer relationships, so there is continuous use of information technology by customers. (Sundram et al., 2016). Supply chain practice in manufacturing companies with a strategic supplier partnership can impact supplier performance (Al-Shboul et al., 2017). Based on the explanation of the relationship between concepts, can formulate the research hypothesis:

H_1: *Supply chain practice has an impact on internal integration in the hotel industry.*
H_2: *Supply chain practices have an impact on upstream integration in the hotel industry.*
H_3: *Supply chain practices have an impact on downstream integration in the hotel industry.*

3.2. The relationship between the concept of internal integration and upstream integration

Information integration used by the hotel can provide reports that are updated in real-time. Accessing data as needed can impact the purchasing strategy to build long-term relationships with suppliers (Siagian et al., 2019). Process control and development and improvements made by the company can build upstream integration to understand current customer needs and customer expectations in the future (Truong et al., 2017). Internal integration with good inventory data integration and data integration between the company's internal functions can impact upstream integration in manufacturing companies (Cheng et al., 2016). The formed upstream integration can increase long-term relationships with suppliers and synchronize company plans with suppliers (Pirmanta et al., 2021; Tarigan & Siagian, 2021). Internal integration between departments within the company can impact increasing supplier collaboration by sharing information about inventory levels with suppliers and sharing forecasts about customer demand (Al-Shboul et al., 2018). Internal integration created from communication and coordination between functions impacts communication and coordination on the supplier side, namely, sharing inventory and forecasting data (Khalaf and El Mokadem, 2019).

H_4: *Internal integration has an impact on upstream integration in the hotel industry.*

3.3. The relationship between the concept of internal integration and downstream integration

Process control and improvement carried out by the company on an ongoing basis by involving cross-functional internally as a form of internal integration can build strong communication with suppliers in providing quality materials according to the specifications set (Truong et al., 2017; Suprapto et al., 2017). Internal integration with good inventory data integration and data integration between the company's internal functions to be able to provide internal information to the customer and have an impact on downstream integration in manufacturing companies by increasing long term relationships with customers and improving product/service processes to customers (Pirmanta et al., 2021). Supply chain integration is defined by the organization's ability to exchange information with customer partners online. Internal integration within the company with solid coordination between departments and teams between internal functions can solve problems in a stable manner capable of impacting customer focus (Al-Shboul et al., 2018). Internal integration with inventory data and forecasting processes can impact downstream integration through order flexibility, delivery flexibility, and volume flexibility (Khalaf and El Mokadem, 2019).

H_5: *Internal integration has an impact on downstream integration in the hotel industry.*

3.4. The relationship between the concept of internal integration and green hotel performance

Quality information sharing within the company as a form of integration between functions cannot impact quality performance, cost performance, and delivery performance, which is included in the company's operational performance in Vietnam (Phan et al., 2019). The supply chain internal integration built by the company can impact firm performance in meeting quality products according to customer needs and expectations to increase customer satisfaction (Pirmanta et al., 2021; Suprapto et al., 2017). Internal integration in the services and manufacture industry with real-time searching level inventory and enterprise application integration, cross-functional internal does not impact increasing supply chain agility (Shukor et al., 2020). The integration built by the company using information technology, so that good cross-functionality occurs will impact green supply chain practice to improve performance in the tourism industry (Do et al., 2020). The hotel's ability to use information integration can increase hotel performance (Siagian et al., 2019). The company's internal integration

can increase external flexibility capability as the company's performance towards services provided to customers (Khalaf and El Mokadem, 2019).

H_6: *Internal integration has an impact on the green hotel performance industry.*

3.5. The relationship between the concept of upstream integration and green hotel performance

Supplier integration in services and manufacturing industries with a level of strategic partnership and stability in supplying materials impacts supply chain agility, as shown in the reduction of product development cycle time and lead time (Shukor et al., 2020; Tarigan & Siagian, 2021). Information sharing with suppliers and connecting internal information technology with suppliers can impact cost performance and not affect the quality and delivery performance of companies in Vietnam (Phan et al., 2019). The collaboration built by the company with suppliers as a form of upstream integration in improving the quality of product materials can impact the hotel's ability to save energy and water-saving practices to improve financial performance (Moliner et al., 2012). Supply chain external integration with upstream integration built by the company can impact firm performance in meeting quality products according to customer needs and expectations to increase customer satisfaction (Pirmanta et al., 2021).

H_7: *Upstream integration has an impact on the green hotel performance industry.*

3.6. The relationship between the downstream integration concept and green hotel performance

Information sharing with customers and connecting internal information technology with customers can impact the company's operational performance in Vietnam (Phan et al., 2019). Customer integration in the services and manufacturing industry with the level of the company's relationship with customers and the level of sharing of market information has an impact on increasing supply chain agility (Shukor et al., 2020). The hotel's ability to understand the customer will be by collecting data integrated with the customer through the information system provided by the hotel, namely customer relationship management. The hotel hopes that customers can tell their experiences after getting service from the hotel. Good relationships with customers impact hotel performance through efficiency and effectiveness (Alnawas and Hemsley-Brown, 2019). Supply chain external integration with downstream integration built by the company by improving processes and joint decision making with customers can impact firm performance in meeting product quality and increasing customer satisfaction (Pirmanta et al., 2021).

H_8: *Downstream integration has an impact on the green hotel performance industry.*

Based on the explanation in the literature review and the relationship between concepts, this research can be defined as a conceptual research framework in Fig. 1.

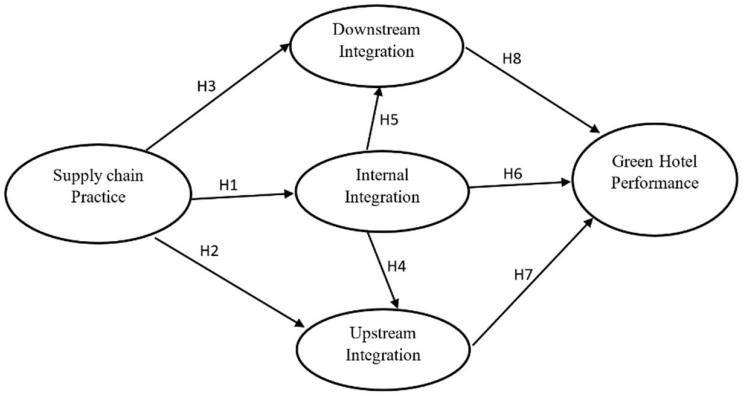

Fig. 1. Research Concept Framework

4. Research Methods

The growth of hotels in East Java has been established since the increasing business growth and one of the largest economic contributors in Indonesia. Most hotel growth in East Java is in budget hotels used by business people who travel relatively quickly. Data collection was carried out for two years in the period 2020 to 2021 due to the uncontrolled spread of COVID-19, which imposed large-scale social restrictions in Indonesia. This condition results in data collection that cannot be carried out effectively. Data collection was carried out for hotels in East Java, and the research population was determined to be 3,

4, and 5-star hotels contained in the agoda.com application and the traveloka.com application totaling 265 hotels. Data is distributed in two ways, namely through questionnaires and through a form. The Google link requested to be filled in by hotel practitioners related to hotel supply chain practice activities. The distribution of the questionnaire using a Likert scale from strongly disagree (1) to strongly agree (5). The measurement items for supply chain practice are four items, internal integration four items, upstream integration four items, downstream integration four items, and green hotel performance four items. Data processing for all items was tested for validity and used the constructed variable for the reliability test using PLS (Partial Least Square). The research hypothesis test was obtained by bootstrap test on java web start software.

5. Data Analysis

The results of the questionnaire distribution by using direct distribution to visit hotels in East Java were 25 respondents. In comparison, the distribution via google form was sent via WhatsApp and Facebook and collected as many as 65 respondents from hotel practitioners. Thus, total data collection for the period 2020-2021 (two years) was 90 respondents. The results of descriptive analysis of respondents' answers and measurement test items with validity and reliability tests are shown in Table 1.

Table 1
Descriptive analysis and Measurement test

Item Measurement	Mean	Std. Deviation	Loading factor	Composite Reliability	Result
Supply Chain Practice	4.266			0.849	Reliable
SCP1 (Customer relationship management)	4.312	0.609	0.784		Valid
SCP2 (Supplier relationship management)	4.344	0.592	0.815		Valid
SCP3 (Quality information sharing)	4.297	0.604	0.775		Valid
SCP4 (Support objectivity determined by the company)	4.109	0.615	0.683		Valid
Internal Integration	4.156			0.779	Reliable
II1 (Integration of data between internal functions)	4.203	0.642	0.595		Valid
II2 (Integration of data in real-time)	4.297	0.490	0.585		Valid
II3 (Integration of data accurately)	3.969	0.865	0.838		Valid
II4 (Coordination between functions continuous)	4.156	0.712	0.834		Valid
Upstream Integration	3.894			0.717	Reliable
UI1 (Improving process with suppliers)	3.734	0.593	0.671		Valid
UI2 (Joint decision with suppliers)	4.031	0.583	0.754		Valid
UI3 (Synchronization of planning with suppliers)	3.859	0.390	0.747		Valid
UI4 (Sharing quality information with suppliers)	3.953	0.372	0.660		Valid
Downstream Integration	4.270			0.834	Reliable
DI1 (Improving process with the customer)	4.125	0.696	0.724		Valid
DI2 (Joint decision with the customer)	4.359	0.715	0.773		Valid
DI3 (Synchronization of planning with the customer)	4.344	0.643	0.705		Valid
DI4 (Sharing quality information to the customer)	4.250	0.586	0.779		Valid
Green Hotel Performance	4.133			0.806	Reliable
GHP1 (Improve the image of the hotel)	4.281	0.572	0.633		Valid
GHP2 (Reducing the operating costs of the hotel)	3.734	1.034	0.820		Valid
GHP3 (Enhancing market share through the care environment)	4.219	0.624	0.855		Valid
GHP4 (The hotel's commitment to the development environment)	4.297	0.604	0.844		Valid

Based on Table 1, found for the supply chain practice variable to get a mean value of 4.266, and the mean value of the measurement item between 4.109 - 4. 344. This shows that the hotel has carried out supply chain practice well and is carried out in activities work in hotels. The internal integration variable with a mean of 4.156 and the mean range value for each measurement item is at 3.969 – 4.297; this indicates that internal integration at the hotel has been running well between one function and another. The housekeeping department, food and beverage section, front office, and others have data integrated with a system. The third variable is upstream integration, with a mean value of 3,894, and the mean value of the measurement item is between 3,734 - 4,301. Illustrates that the company's relationship with suppliers has been going well and helps each other deal with the constraints that occur in the supply chain flow.

Downstream integration built by the company with distribution parties and customers is obtained with a mean value of 4.270, and the mean value of the measurement item range is at 4.125 – 4,359. This shows that the relationship between the hotel and the customer has been going very well. The information technology used by the company can be integrated with the customer, and the customer can customize the products/services produced by the hotel. As a result, the hotel's relationship with the customer looks very high, giving the customer a level of satisfaction and loyalty. Green hotel performance as the dependent variable is obtained with a mean value of 4.133. The value of the measurement item range is at 3,734 – 4,297, and this shows that the organization has run a green hotel in daily activities and has an impact on company performance. Green hotels that are implemented positively affect hotels because they can improve their image and increase profits by reducing operational costs.

Based on Table 1. The lowest loading factor supply chain practice value is SCP4 (supporting the objectives set by the company) of 0.683 and the internal integration is II2 (Real-time data integration) of 0.585. The lowest loading factor for

upstream integration is UI4 (Sharing quality information with supplier) is 0.660, the lowest downstream integration is in DI3 (synchronization of planning with the customer) of 0.705, and the lowest green hotel performance is GHP1 (improves the image of the hotel) of 0.633. The loading factor for all measurement items has been above 0.500 so that it is declared valid. The value of composite reliability of supply chain practice is 0.849, and internal integration is 0.779, upstream integration is 0.717, downstream integration is 0.834, and green hotel performance is 0.806. The composite reliability value of all variables obtained is above 0.700, so it can meet the reliability requirements. The goodness of fit measurement model has met the requirements. The following analysis is carried out to test the research hypothesis as indicated by the bootstrapping test, and the results of the inner model (Table 2) and path coefficient (Fig. 2) are obtained.

Table 2
The Hypothesis Testing with Bootstrapping

Direct Effect	original sample estimate	mean of subsamples	Standard deviation	T-Statistic
SCP → II	0.502	0.519	0.105	4.765
SCP → DI	0.164	0.149	0.134	1.228
II → DI	0.482	0.513	0.11	4.374
SCP → UI	0.215	0.222	0.109	1.976
II → UI	0.232	0.252	0.092	2.524
II → GHP	0.258	0.269	0.103	2.163
DI → GHP	0.410	0.398	0.099	4.162

Based on the results in Fig. 1 and Table 2, tested the eight research hypotheses. The first hypothesis test of supply chain practice has an impact on internal integration in the hotel industry. The path coefficient value is 0.502, and the t-statistics is 4.765 more than 1.96, so the first hypothesis can be accepted. Therefore, it can be concluded that supply chain practice impacts internal integration in the hotel industry. It is testing the second hypothesis that supply chain practice affects upstream integration in the hotel industry. The path coefficient value is 0.215 (t-statistic 1.976), so the second hypothesis is accepted. It is concluded that supply chain practice has an impact on increasing upstream integration with suppliers in the hotel industry.

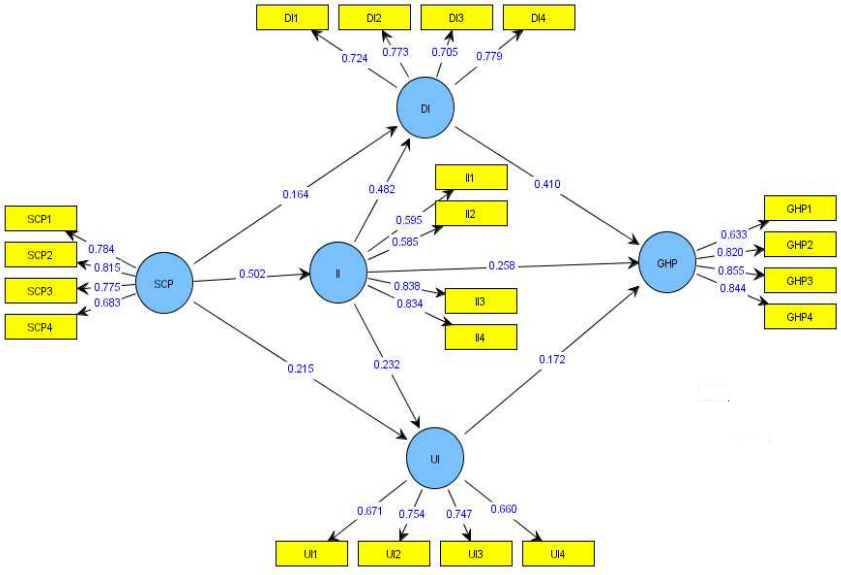

Fig. 2. Path Coefficient with PLS

The third hypothesis test of supply chain practice has an impact on downstream integration in the hotel industry. The path coefficient value is 0.164 (t-statistic 1.228), so the third hypothesis is rejected. The fourth hypothesis test concluded that supply chain practice could not impact downstream integration with customers in the hotel industry. However, internal integration has an impact on upstream integration in the hotel industry. The path coefficient value is 0.232 (t-statistic 2.524), so the fourth hypothesis can be accepted. Therefore, it can conclude that internal integration can impact upstream integration with suppliers to increase collaboration in the hotel industry. The fifth hypothesis tests internal integration has an impact on downstream integration in the hotel industry. The path coefficient value is 0.482 (t-statistic 4.374), so the fifth hypothesis can be accepted. It can conclude that internal integration has an impact on downstream integration with customers in the hotel industry.

The sixth hypothesis tests. Internal integration has an impact on the green hotel performance industry. The path coefficient value is 0.258 (t-statistic 2.163), so the sixth hypothesis can be accepted. It can be concluded that internal has an impact on

green hotel performance with customers in the hotel industry. The seventh hypothesis test of upstream integration affects the green hotel performance industry. The path coefficient value is 0.172 (t-statistic 2.203), so the seventh hypothesis can be accepted. It can conclude that upstream integration impacts green hotel performance with customers in the hotel industry. The eighth hypothesis test of downstream integration has an impact on the green hotel performance industry. Values obtained a path coefficient of 0.410 (t-statistic 4162), the eighth hypothesis is unacceptable, so it concluded that downstream integration impacts performance with a green hotel in the hotel industry.

6. Discussions

The data analysis showed that the eight hypotheses and seven hypotheses could be accepted, and one hypothesis was rejected. The ability of hotels in East Java to implement supply chain practice activities can impact supply chain integration to improve green hotel performance. Based on the results of the hypothesis, it is stated that supply chain practice can affect internal integration in the hotel industry. The supply chain practice built by the hotel with quality information sharing internally and externally can accurately increase data integration and real-time data integration. The results of this hypothesis support research that states that supply chain practice can impact internal integration (Pirmanta et al., 2021; Vafaei-Zadeh et al., 2020; Sundram et al., 2016; Khalaf & El Mokadem, 2019).

The second hypothesis is that supply chain practice has an impact on upstream integration in the hotel industry. Hotel supply chain practices by building supplier relationship management and quality information sharing increase supplier involvement in joint decisions. The company makes incentive communication and coordination with suppliers about company needs. The results of this study support the research results put forward by the statement that the supply chain practice used by hotels is to build upstream integration (Al-Shboul et al., 2018; Sundram et al., 2016; Al-Shboul et al., 2017). The third hypothesis is that supply chain practice has no impact on downstream integration in the hotel industry. The company's ability to build customer relationship management cannot improve customer processes and joint decisions with customers because many customers do not provide input for the hotel. Besides, hotel customers who make hotel reservations are not repeated in the short term and are different from manufacturing customers. Therefore, this study is different from research results that state that supply chain practice does not impact downstream integration (Sundram et al., 2016; Al-Shboul et al., 2017).

The fourth hypothesis is found that internal integration has an impact on upstream integration in the hotel industry. Internal integration that can provide increased data integration and coordination between functions on an ongoing basis can improve upstream integration because it improves supplier planning synchronization. This study supports the results of research that state that internal integration impacts upstream integration (Siagian et al., 2019; Truong et al., 2017; Pirmanta et al., 2021; Al-Shboul et al., 2018; Khalaf & El Mokadem, 2019). The fifth hypothesis is found that Internal integration has an impact on downstream integration. Internal integration used by the organization as an integrated administration system in hotels with accurate data integration can increase customer satisfaction because it can share quality information. Again, this study supports the results of research that states that internal integration impacts downstream integration (Truong et al., 2017; Pirmanta et al., 2021; Al-Shboul et al., 2018; Khalaf & El Mokadem, 2019).

The sixth hypothesis is found that Internal integration has an impact on green hotel performance. A well-organized internal data integration can impact reducing hotel operational costs by using environmentally friendly products. This study supports the results of research that Internal integration has an impact on green performance (Phan et al., 2019; Pirmanta et al., 2021; Shukor et al., 2020; Do et al., 2020; Siagian et al., 2019; Khalaf & El Mokadem, 2019). The seventh hypothesis is that upstream integration has an impact on the green hotel performance industry. Upstream integration between the company and suppliers, resulting in joint decisions with suppliers, synchronization of planning with suppliers, and quality information with suppliers, can impact hotel commitments for environmental development and reduce hotel operating costs using environmentally friendly products. Again, this study supports the results of research that upstream integration affects green performance (Shukor et al., 2020; Phan et al., 2019; Moliner et al., 2012; Pirmanta et al., 2021; Tarigan and Siagian, 2021).

The eighth hypothesis of downstream integration has an impact on the green hotel performance industry. Downstream integration between the company and the customer by synchronizing planning with the customer and sharing quality information can increase green hotel performance. This increase can be seen from the hotel's image for customers by implementing green hotels and growing market share through caring for the environment. The study results confirm the results of research, which states that downstream integration impacts green performance (Phan et al., 2019; Shukor et al., 2020; Alnawas and Hemsley-Brown, 2019; Pirmanta et al., 2021). The study results indicate that supply chain practice is indispensable in developing hotel service systems in building integration within the internal and external organizations to improve hotel green performance. Improving the performance of hotels that care about the environment can provide increased competitiveness. This research contributes to the development of practical supply chain management theory and green performance. Practical contribution on how the important role of internal integration affects external integration for hotel industry practitioners in providing coordination and collaboration with suppliers and customers to increase competitiveness.

7. Conclusions

Supply chain practice is essential for the manufacturing/services industry in improving efficiency and effectiveness. Based on the research results on hotel objects, it is found that supply chain practice by building quality information sharing, and supplier relationship management can increase internal integration and upstream integration. Supply chain practice for the hotel industry by building customer relationship management is not able to have a direct impact on downstream integration. Internal integration that occurs in the company with accurate data integration and coordination between functions on an ongoing basis can increase upstream and downstream integration. Internal integration can also directly impact green hotel performance by reducing hotel operational costs and using environmentally friendly products. Upstream integration and downstream integration can affect the green hotel performance industry by increasing the hotel's image for customers by implementing green hotels and growing market share through caring for the environment. Joint decisions with externals, synchronizing planning with externals, and sharing quality information can implement green hotels and increase market share through caring for the environment. Therefore, the implementation of supply chain practices can improve green hotel performance through supply chain integration.

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