

THE EFFECT OF TOP MANAGEMENT COMMITMENT ON PERFORMANCE THROUGH SUPPLY CHAIN PRACTICES AND RESPONSIVENESS

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ABSTRACT

Companies need to improve their operational performance to be able to compete in the global realm. Increasing the company's operational performance can be improved by implementing supply chain practices (SCP) and supply chain responsiveness (SCR). Implementing SCP and SCR requires commitment from top management. Top management commitment enables effective implementation of SCP and SCR in improving the company's operational performance. This study took data from medium and large-scale manufacturing companies in East Java with a workforce of more than 100 people. Respondents of this study were 81 employees with a minimum work experience of 2 years, with data analysis using partial least square (PLS) to test the research hypothesis. The results of data processing found that the top management commitment affects the SCP and SCR. This is because management has shown its commitment by providing the required human resources. Top management commitment does not directly affect the company's operational performance. The reason is, communication from top management is not effectively established in the context of the company in Surabaya, so it does not increase operational performance.

Keywords: Commitment, operational performance, supply chain practice and responsiveness

1. INTRODUCTION

Today's companies have to face disruptive business competition. This disruptive competition is marked by rapid changes in various sectors of life, including the manufacturing sector in the country. This rapid change is accompanied by increasingly fierce global competition. Companies must be able to adapt and answer these challenges to maintain business sustainability. One way to survive in the era of disruptive business competition is to increase the company's performance and competitive advantage. The manufacturing industry is one of the industries that provides the largest contribution to the structure of Indonesia's gross domestic product (GDP). Research conducted by Tarigan (2018) on manufacturing companies in East Java found that productivity is the key to improving company operational performance in creating effectiveness and providing more value for the company. Research conducted by Remko, (2020) on the clothing industry, fast-moving consumer goods, transportation, and technology and software services stated that more than 90% of supply chain management systems were affected by the covid-19 pandemic. To be able to win the market, companies must be able to implement a more responsive supply chain system which is expected to respond to changes in a faster time, carried out in an effective and efficient manner.

Research conducted by Beheshti et al., (2014) on manufacturing companies in Sweden found that companies implementing supply chain practices by integrating their supply chain systems internally and externally with suppliers and customers show the company's high operational performance. Research conducted by Jie et al., (2013) on the beef processing industry in Australia found a strong relationship between supply chain practices such as partnerships with strategic suppliers, customer relationship management, information flow and quality, and trust and commitment to operational performance. company especially in creating advantages with competitors. Research conducted by (Qrunfleh & Tarafdar, 2013) on 205 manufacturing companies in the United States shows that one of the factors that improve company performance is supply chain responsiveness. Supply chain responsiveness is described as a company's ability to meet fast and changing customer demands. Flexible and responsive SCM practices can provide companies with a more effective inventory management system, handle market changes more quickly, with products that meet customer demands. Responsive SCM enables companies to quickly detect market changes, adjust the company's business processes to meet market demand, and maximize profits by adopting the latest

technology from the flow of information across organizational boundaries (Williams, et al. 2013). The implementation of supply chain practices and supply chain responsiveness is strongly influenced by the top management commitment in compiling, implementing, and controlling the implementation of supply chain practices (Beheshti et al. 2014). Top management plays a role in developing strategies for integration practices (Qi et al. 2017) in their research of 604 manufacturing companies in China stated that the synchronization between the business strategies made by top management and the SCM strategy will result in supply chain responsiveness and increased company performance in the market. (Singh, 2015) observes that top management commitment, strategy development, resource development, technology use, and risk sharing are the main drivers of supply chain responsiveness creation. By managing these five important things, organizations can also get benefits in terms of company supply chain management, time efficiency and good business agility. Top management commitment in Singh's research is the level of participation of top management in the company to ensure the supply chain system can be implemented effectively. Top management commitment within the company is realized through the provision of the resources needed to implement responsive supply chain practices, access to quality information, and effective communication between supply chain parties.

Aydiner et al. (2019) in their research on 204 top management of medium and large category manufacturing companies in Turkey stated that the company's ability to manage the entire business process will be able to improve company performance in a sustainable manner. (M. Huang & Huang, 2018) stated that the company's ability to carry out supply chain management practices in increasing supply chain integration can improve company performance in a sustainable manner. Indonesia as part of the international trade network has also experienced the impact of the delays in the flow of the global supply chain due to the Covid-19 pandemic. The domestic manufacturing industry has contracted due to a decline in domestic demand. This condition causes manufacturing companies to be able to respond quickly to global changes caused by the Covid-19 pandemic. This change was responded by exercising flexibility for the company and implementing supply chain practices (SCP) to be able to reduce the business risks faced by the company. Seeing this condition, it takes SCM practices that are integrated and able to adapt to the changes that occur. Integration between the company's business strategies set by top management which are then implemented into supply chain practices, with the goal of overcoming uncertainty and still generating profits for the company. With increasingly sophisticated customer demands with a variety of products and the ability to be modified. The supply chain must be responsive to the changing market and business environment. So far there has not been much research examining how the role of top management commitment on the implementation of supply chain management practices and how SCM can be responsive to change and bring benefits to the company. Therefore, this study will examine the influence of top management commitment on company performance through supply chain practices and supply chain responsiveness.

2. LITERATURE REVIEW

2.1. SUPPLY CHAIN MANAGEMENT

Supply chain management (SCM) is the management of material, information, and company capital flows by coordinating with all companies involved in a series of supply chains to create added value for consumers and stakeholders in the long term from economic, environmental and social aspects (Ansari & Kant, 2017). The process in the supply chain is divided into 3, namely. Supplier relationship management, internal supply chain management (ISCM), and customer relationship management (CRM). Supplier relationship management (SRM): includes all processes that occur between the company and its suppliers, such as the supply of raw materials, negotiations, purchases, collaboration, and integration. Internal Supply Chain Management (ISCM): includes all processes that occur within the company such as strategic planning, planning company demand and supply, internal procurement, and field service. Customer Relationship Management (CRM): includes all processes that occur between the company and its customers, such as determining the selling price, sales, after sales service, and handling customer complaints.

2.2. SUPPLY CHAIN PRACTICES (SCP)

SCP is defined as a series of activities carried out within an organization to produce effective supply chain management. To achieve competitive advantage and to achieve sustainable profitability growth, SCM needs to create tight integration between internal functions within the organization and build external relationships with suppliers, customers and other entities in the supply chain network (Gorane & Kant, 2017). In this study, the supply chain practices used are partnerships with strategic suppliers, customer relations, and

information sharing (Tarigan et al. 2019). In partnership with strategic suppliers, the company ensures that raw materials meet quality standards and requirements to produce a quality product. Implementing customer relationship management practices helps companies to better understand customer expectations and market opportunities. Information sharing refers to the exchange of information between producers and their trading partners. The information shared can reduce uncertainty in formulating corporate strategy.

2.3. SUPPLY CHAIN RESPONSIVENESS

Responsiveness in the supply chain network is created through relationship management, namely the upstream suppliers and the downstream consumers. Supply chain responsiveness is categorized into three, namely: operational responsiveness, logistic responsiveness, and supplier network responsiveness. Operational responsiveness is the ability of a company's manufacturing system to cope with changes in customer demand, including its manufacturing operation system and customer service operating system. Logistic responsiveness is the ability of a company's outbound transportation, distribution, and warehouse management to cope with changing customer demands. Supplier network responsiveness is the ability of the company's main suppliers to meet the changing demands of customers. An important factor supporting the responsiveness of a company is the existence of flexible and responsive upstream and downstream partners. Operational responsiveness is the ability of a company's manufacturing system to cope with changes in customer demand, including its manufacturing operation system and customer service operating system. Logistic responsiveness is the ability of a company's outbound transportation, distribution, and warehouse management to cope with changing customer demands. Supplier network responsiveness is the ability of the company's main suppliers to meet the changing demands of customers. An important factor supporting the responsiveness of a company is the existence of flexible and responsive upstream and downstream partners.

2.4. TOP MANAGEMENT COMMITMENT

The key to achieving a collaborative supply chain system for the company requires a strong managerial commitment to SCM. The implementation of commitment from top management will be able to create supply chain practices as the application of supply chain management, development of supply chain management within the company and increase the effectiveness of flow in the company's supply chain network. This study measures the involvement of top management through provision of resources, communication with related supply chain parties, setting clear and measurable goals, operational control and development. Top management provides both financial and human resources to create an effective supply chain. Top management builds good communication by collaborating with the parties involved in the supply chain flow. Top management establishes policies that encourage innovation and continuous improvement in an organization through control and development activities.

2.5. OPERATIONAL PERFORMANCE

Within the company, SCM practices are more related to the company's operational performance such as reduced cycle times and more effective inventory management, and increased productivity. This study uses operational performance in measuring company performance according to research from (Yu et al. 2019), namely: flexibility, delivery performance, inventory costs, product quality. Flexibility is the ability of a company to be able to change production volume according to changing customer demands quickly. Delivery performance is a company's ability to deliver products quickly or with less lead-time, on time and reliably. Inventory cost refers to a company's ability to produce goods at a low inventory cost. Quality refers to the company's ability to produce products of consistent quality and low production breakdown rates.

2.6. RELATIONSHIP BETWEEN CONCEPT AND RESERACH HYPOTHESIS

Top management commitment influences supply chain practices. This is because management has shown its commitment by providing the necessary human resources to support the implementation of supply chain practices, especially in sharing information with suppliers as part of the top management commitment, which affects the use of information technology (Tarigan et al. 2019). Top management establishes policies that encourage innovation and continuous improvement in an organization. Supply chain practices are only successful if they receive support from top management.

H1: Top management commitment affects supply chain practices.

Involvement of top management in a supply chain is very important for internal and external integration and will have a significant impact on operational performance. Integrated organizational performance can more quickly adapt to changes from suppliers, distribution channels to customers so that the company's supply

chain network becomes more responsive. In this case top management has a role to provide the resources needed to implement supply chain practices that are more effective and able to meet customer needs quickly.

H2: Top management commitment affects supply chain responsiveness.

Gandhi et al., (2017) stated that supply chain practices can provide an increase in company performance. The ability of company suppliers to deliver raw materials on time, reliability of raw material delivery and consistency of raw material delivery can improve company performance. Supply chain practices with information sharing, long-term relationships with suppliers and customers, sophisticated planning systems and an effective supply network structure can create company advantages in terms of product delivery, product quality, lower production costs and better company profits (Tarigan et al., 2019)

H3: Supply chain practices affects operational performance.

Research conducted by Qrunfleh & Tarafdar, (2013) on 205 manufacturing companies in the USA found that companies with a responsive supply chain showed better company performance than companies that did not have them. Truong et al., (2017) said that supply chain responsiveness is achieved by ensuring that there is collaboration between all internal and external divisions of the company, namely suppliers and customers to create the company's operational performance.

H4: Supply chain responsiveness affects operational performance.

Top management commitment affects operational performance. Top Management is committed to providing the necessary human resources to ensure the quality of the products produced by the company. This is done by conducting quality control so that the product quality is in accordance with the demands or expectations of the customer. The commitment that is built together by company leaders and employees can provide an increase in company performance (Tarigan, 2018). This research is in line with research conducted by Kanwal et al., (2017). Any proposed innovation, action, or process usually requires strong support from key members of the organization or network if it is to be successful.

H5: Top Management Commitment affects operational performance.

Research conducted by Al-Shboul et al., (2017) shows that companies that implement effective supply chain practices such as partnerships with strategic suppliers, customer relationship management, information sharing, and information quality produce a more flexible and integrated supply chain system that is able to provide satisfaction to customers through fast response and guaranteed product quality and are able to meet changing customer demands. The application of supply chain management practices that are able to adapt market changes to demand is able to achieve cost reductions, increase their efficiency and quality, and ultimately improve company performance.

H6: Supply chain practices affects supply chain responsiveness.

Supply chain practices mediate the influence of top management commitment to improving company performance through synergies between supply chain practices that focus on the external side of the company such as supplier partnerships and building customer relationships, while top management commitment focuses on improving and integrating internal company functions such as building effective communication and information system that is accurate and easily accessible. Research conducted by Truong et al., (2017) shows that top management commitment affects the improvement of company performance through supply chain responsiveness. When an effective supply chain flow is created, the company will be able to meet changing customer demands appropriately and quickly thereby improving company performance. In Tarigan et al. (2019) research, it was found that the greater of the manager engagement, the greater the company's performance through a responsive and flexible supply chain. Although in previous studies, many have found the influence between top management commitment to supply chain practices (Kanwal et al., 2017; Truong et al., 2017) and supply chain responsiveness (Jie et al., 2013; Qrunfleh & Tarafdar, 2013; Sharma & Modgil, 2019), but as far as the researchers looked at previous studies, there was no combined effect of mediation from these two variables on operational performance variables.

H7: Top Management Commitment affects operational performance through supply chain practices.

H8: Top Management Commitment affects operational performance through supply chain responsiveness.

H9: Top Management Commitment has no effect on operational performance through supply chain practices and supply chain responsiveness.

3. METHODS

This research is an explanatory research which aims to analyze the relationships between one variable and another. Respondents in this study were representatives of manufacturing companies in Surabaya. Respondents were selected with the criteria of having worked for two years because they felt they were able to describe the condition of the company. The population of this study were 206 large companies with more than 100 employees based on data from the Surabaya city government. The sample required in this study amounted to 68 companies. The sampling technique used is a non-probability sampling method using judgment sampling. Judgment sampling is a sampling of the population based on criteria in the form of a certain consideration. The data was collected by means of an online survey where the respondents filled out a questionnaire from the link provided. Data collection used a questionnaire designed with a five-point Likert scale with 1: strongly disagree and 5: strongly agree. Top management's commitment to adopting Ahmed et al., (2016), namely the participation of top management in conducting SC design and orientation and control. For variable supply chain practices, it is measured by 3 indicators based on Gorane & Kant, (2017). Variable supply chain responsiveness is described as a company's ability to adapt its internal, supplier and logistics systems to meet rapidly changing customer demands. Supply chain practices are measured by 3 indicators according to Williams et al., (2013). Meanwhile for operational performance, namely seeing how companies can increase productivity, effective inventory management and reduce lead time as measured by six indicators according to Yu et al., (2019). Data analysis used the Partial Least Square (PLS) technique utilizing the smartPLS software version 3.0. Data analysis assesses the validity and reliability of the measurement model and examines the hypothesis for a significant acceptance level.

4. RESULTS

This study distributed questionnaires online using email contains a link to complete the questionnaire. Of the 146 respondents who filled in, only 78 respondents according to the profile of this study. After the selection was made, 6 data were eliminated because the length of service at the company was not more than 2 years. The final data processed in this study were 81 respondents. Most of the respondents are managers in the company with a percentage of 37% followed by supervisors 34.6% and staff 23.5%. Judging from the composition of this position, it can be said that the respondents have a good understanding of the company because it has occupied a good managerial level. There are 4 respondents who are directors / CEOs. 4 Director / CEO in this case is the company's operational director or the company's operational GM. 37% of respondents are employees who work in the operational division, followed by the production section of 21% of respondents and 42% of the others work in the fields of warehouse, purchasing, PPIC, logistics and marketing. Each respondent has a job related to the supply chain of a manufacturing company, so that the respondent is expected to be able to provide the answer that best describes the condition of the company. The subsequent analysis is the assessment of the validity and reliability of the construct indicators as shown in Table 1.

The validity test assesses the validity and reliability of indicators. An indicator is considered valid when the factor loading value is higher than 0.50. similarly, each construct's block of indicators is considered reliable when the reliability value is higher than 0.70. As shown in Table 1, all value of factor loading is higher than 0.50, and the reliability of each variable is higher than 0.70. The top management commitment has an average value of 4,40, which indicates that top management in the company, in general, has shown a commitment to supply chain. Overall statements related to the types of supply chain responsibility are high, with an average of 4.33. This finding shows that most companies have a responsive supply chain by a flexible and adaptive operational, logistic and even supplier network system. Besides, the six suppl chain practices indicators indicate that overall, the manufacturing company implementing a well supply chain practices with a very high average value of 4.34. Table 1 also demonstrated the firm performance or output of the processes or activities that the company has carried out from an operational perspective. These results indicate that manufacturing companies' operational performance is good, seen from the average value of 4.35, classified as very high. Thus, all indicators are considered valid and reliable, and further analysis to examine the hypothesis is allowed.

Table 1. Measurement Model

Variable	Reliability	Indicator	Factor Loading	Mean
Top Management Commitment	Composite = 0.833	TMC1	0.689	4.46
		TMC2	0.805	4.33
Mean: 4.40	Cronbach's Alpha = 0.739	TMC3	0.748	4.40
AVE: 0.556		TMC4	0.738	4.40
Supply Chain Responsiveness	Composite = 0.840	SCR1	0.684	4.32
		SCR2	0.885	4.41
Mean: 4.33	Cronbach's Alpha = 0.715	SCR3	0.816	4.27
AVE: 0.639		SCR3	0.816	4.27
Supply Chain Practices	Composite = 0.874	SCP1	0.649	4.48
		SCP2	0.743	4.26
Mean: 4.33	Cronbach's Alpha = 0.826	SCP3	0.680	4.54
AVE: 0.537		SCP4	0.819	4.28
		SCP5	0.791	4.22
		SCP6	0.701	4.20
Operational Performance	Composite = 0.860	OP1	0.681	4.26
		OP2	0.820	4.37
Mean: 4.39	Cronbach's Alpha = 0.805	OP3	0.662	4.52
AVE: 0.507		OP4	0.681	4.53
		OP5	0.727	4.51
		OP6	0.690	4.17

Other ways to measure convergent validity are looking at the Average Variance Extracted (AVE) value, where the AVE value is more than 0.5. AVE value measures the number of variants captured by the construct compared to variations caused by measurement errors. The results of the inferential statistics related to hypothesis testing are shown in Table 2. Hypothesis testing was carried out using a confidence level of 95%, which means that it has a critical value of 1.96. A hypothesis is supported once the T-value result exceeds the critical value of 1.96. Table 2 illustrates the hypothesis testing result, and all T-value is higher than 1.96, which means the seven hypotheses are supported, while the other one is not supported.

The first hypothesis is related to the influence of top management commitment to supply chain practices, which has a t-statistic value of 3.477 and a P value of 0.001, which is less than 0.05. This indicates a significant effect, and the second hypothesis is acceptable. The path coefficient value of 0.396 also shows that there is a positive relationship, so the higher the top management commitment, the higher the supply chain practices. The t-statistic value for the second hypothesis which is the influence of the variable top management commitment to supply chain responsiveness is 3.575 where the P value is zero, so it is smaller than 0.05. In addition, the path coefficient value is 0.478 which indicates that the higher the top management commitment, the higher the supply chain responsiveness. From these results it can be said that the first hypothesis, namely top management commitment, has a significant effect on supply chain responsiveness.

Table 2. Research hypothesis test result

Relationship (Hypothesis)	Original Sample	T-value	P-values
TMC → SCP (H1)	0,396	3,477	0,001
TMC → SCR (H2)	0,478	3,575	0,000
SCP → OP (H3)	0,433	4,121	0,000
SCR → OP (H4)	0,302	2,758	0,006
TMC → OP (H5)	0,078	0,726*	0,468*
SCP → SCR (H6)	0,272	2,211	0,027

TMC → SCP → OP	0,171	2,645	0,008
TMC → SCR → OP	0,144	2,081	0,038
TMC → SCP → SCR → OP	0,033	1,230*	0,219*

The third hypothesis, which is the effect of supply chain practices on operational performance, shows the t-statistic result of 4.121 with a P value of zero which is smaller than 0.05. These results indicate that there is a significant influence between the two variables. In addition, the path coefficient value of 0.433 indicates that there is a positive relationship between the two. The higher the supply chain practices, the higher the operational performance. For the fourth hypothesis which is the effect of supply chain responsiveness on operational performance, it has a t-statistic value of 2.758 with a P value of 0.005 which is smaller than 0.05. This shows that there is a significant influence between the two variables. In addition, the path coefficient value of 0.302 also shows that there is a positive relationship, so that the higher the supply chain responsiveness, the higher the operational performance.

In the fifth hypothesis, which is the influence of top management commitment to operational performance, shows the t-statistic result is 0.726 with a P value of 0.468 which is greater than 0.05. These results indicate that there is no influence between the two variables. Apart from that, the path coefficient value of 0.078 indicates that there is an insignificant negative relationship between the two. So that the fifth hypothesis is rejected. For the sixth hypothesis, which is the effect of supply chain responsiveness on supply chain practices, has a t-statistic value of 2.211 with a P value of 0.027 which is smaller than 0.05. This shows that there is a significant influence between the two variables. In addition, the path coefficient value of 0.272 also shows that there is a positive relationship, so that the higher the supply chain responsiveness, the higher the supply chain practices.

The indirect effect of the variable top management commitment through the supply chain practices variable on operational performance has a t-statistic value of 2.645 with a P value of 0.008 which is smaller than 0.05. This shows that between the two variables there is a significant influence through variable supply chain practices. In addition, the path coefficient value of 0.171 also shows that there is a positive relationship, so the higher the top management commitment, the higher the operational performance through supply chain practices. Thus, the seventh hypothesis of this study is accepted. The indirect effect of the variable top management commitment through the variable supply chain responsiveness to operational performance has a t-statistic value of 2.081 with a P value of 0.038 which is greater than 0.05. This shows that between the two variables there is a significant influence through the variable supply chain responsiveness. In addition, the path coefficient value of 0.144 also indicates that there is a positive relationship.

The indirect effect of the variable top management commitment through the variable supply chain responsiveness to operational performance has a t-statistic value of 2.081 with a P value of 0.038 which is greater than 0.05. This shows that between the two variables there is a significant influence through the variable supply chain responsiveness. In addition, the path coefficient value of 0.144 also shows that there is a positive relationship. Supply chain practices affect the company's operational performance. The company's supply chain practices by sharing information, long-term relationships with suppliers and customers, sophisticated planning systems and effective supply network structures are able to create company advantages in terms of accurate product delivery, the company's product quality is better than its competitors, the company's production costs lower and firm flexibility. This can be seen in the statistical test results of this variable which show the t-statistic value of 4.121 and the coefficient value of 0.433.

6. CONCLUSIONS

The influence of top management commitment on operational performance through supply chain practices and supply chain responsiveness in manufacturing companies. The analysis results showed that top management commitment affects information sharing and supply chain practices in medium and large-scale manufacturing companies in East Java. Top management commitment affects supply chain responsiveness in medium and large-scale manufacturing companies. Supply chain practices affects operational performance. Supply chain responsiveness significantly affects operational performance in medium and large-size manufacturing companies in East Java, Indonesia. Supply chain practices improves supply chain responsiveness. An exciting finding from this study is that top management commitment does not affect operational performance directly. Supply chain practices or supply chain responsiveness are separately mediating the top management commitment upon operational performance, while it both, supply chain

practices and supply chain responsiveness does not show any significant mediation effect to top management commitment on operational performance. This study result may provide useful insight for the professional on how to enhance the operational performance. This research also contributes to enriching the current research in the field of supply chain management.

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