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The Role of Supply Chain Performance Factors to Determine the Firm Performance

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Abstract. The purpose of the study is to investigates the mediating role of supply chain performance on the relationship between customer and supplier relationship management and information sharing on firm performance Alfamart under Sumber Alfaria Trijaya Ltd, Indonesia. The study involved 168 West Java area coordinators of the company supply chain department and used SEM analysis technique with help AMOS software. The findings show that the customer and the supplier relationship management influence supply chain management performance. Then, the supply chain management performance influences firm performance. But there is not impact the information sharing on supply chain management performance directly or on firm performance indirectly. The supply chain management performance is confirmed, mediates the relationship between the customer and supplier relationship management and firm performance. The study's original is when the central office conducts information sharing with a supplier, so the branches cannot access the information. Therefore, in this case, the information sharing will not directly influence both the SCM performance nor the firm performance.

Keywords: SCM performance, supplier relationship, information sharing, firm performance

INTRODUCTION

The increasingly rapid economic development in Indonesia makes competition between companies more stringent. The current competitive conditions show a quick change. They are starting from technological advances, the global trade system, and the stability of the world political economy. One of the things that makes a distributor company survive is providing the right product for consumers at the right time and an economical cost.

The development of supply chain management in retail companies has an essential role in the growth of modern retail. AT Kearney survey results in the Global Retail Development Index (GRDI), Indonesia ranked fifth globally in 2016. Indonesia managed to rise seven ranks from 12th in 2015, with total retail sales of U.S. $ 324 billion and average growth (2013-2015) of 2.3%. The increasing needs of the community support the development of the modern retail business in Indonesia. Supply chain management includes long-term relationships between industry and suppliers. Relationships between all parties involved, between relationships with suppliers, customer relationships, internal relationships, levels of information sharing, quality of information sharing between suppliers and consumers and delays, and fast responses in delivery of raw materials becomes essential in Supply Chain Management [1].

The availability of industrial products and selling prices will be greatly influenced by good coordination between retail company and various parties in the supply chain, including its suppliers and consumers. Coordination between parties in the supply chain does involve not only inventory coordination but also information about the market that is useful for corporate planning. Also, coordination with outlets in the branches as one of the supply chains is essential.

The head office can share information and gather information about each supplier so that supply management and planning of sales of goods can be done better.

This research was conducted at the modern retail company Alfamart, which is one of the retail networks of PT. Sumber Alfaria Trijaya, Tbk. This retail network has an important role in the growth of retail progress in Indonesia, which has more than 13,942 outlets with 32 Branch offices & Distribution Centers (DC) spread across Indonesia. For the limitation, this research is conducted to Alfamart Branch offices & Distribution Centers in West Java. As the report of Indonesia - FMCG & Retail Update, the province of West Java is one of the provinces with higher modern retail sales growth along with the province of South Sumatra and the province on the island of Kalimantan. However, modern retail sales in West Java lead when compared to the province others on the island of Java [2].

The research questions are:
1. How is SCM performance impact firm performance?
2. How is customer relationship management influence SCM performance?
3. How is information sharing influence SCM performance?
4. How is supplier relationship management influence SCM performance?
5. How is the mediating effect of SCM performance on the relationship between customer relationship management and firm performance?
6. How is the mediating effect of SCM performance on the relationship between information sharing and firm performance?
7. How mediating impact of SCM performance on the relationship between supplier relationship management and firm performance?

LITERATURE REVIEW

The Effect of Supply Chain Management Performance on Firm Performance

Supply chain management is a parameter related to the efficiency and effectiveness of the supply chain system. Indicators that will be used to describe the company's performance variables are income, profits, customer loyalty, product quality, service speed, inventory turnover, customer relations. Banarjee and Mishra [3] found a positive effect of the supply chain performance practices on competitive company performance. Sopha and Hestiani [4] found that Supply chain management has a significant effect on the financial performance of SMEs in Indonesia. Gandhi et al. [5] also found that the supply chain management performance significantly increases the firm performance.

H1: *Supply chain management performance influences firm performance.*

The Factors of Supply Chain Management Performance

Jabbour et al. [6] identify supply chain integration, information sharing, customer, and supplier relations as factors that guarantee supply chain management performance. So, customer relationship management is one of the supply chain management performance determinants. Customer relationship management means building long-term relationships with customers, by responding quickly and managing customer complaints, and finding ways to improve overall customer satisfaction [5]. Customer satisfaction is the reason for customer loyalty [7]. This relationship with customers relates to the ability to communicate to deliver products and generally at the right time, the right place, and the right quantity and the correct invoice [8]. Lee [8] said that the relationship with customers positively influences a company's competitive advantage. Gandhi et al. [5] found that customer relationship management has a very strong impact on the supply chain management performance of the retail. As Sundram et al. [9] said that when the relationship with the customer is well established, then the right merchandise and product choices will be available to the customer, which in turn will improve supply chain management performance. Thus this research needs to test the second hypothesis.

H2: *Customer relationship management influences supply chain management performance.*

Gharakhani et al. [10] define information sharing as the extent to which critical information and ownership rights are communicated to one's supply chain partners. Then, Nyaga et al. [11] found that information sharing makes trust

and commitment significantly positive in increasing customer satisfaction and competitive advantage, thereby increasing supply chain management performance. Information sharing in the supply chain is very important to ensure the smooth flow of information, in which the smooth flow of information is important to ensure the improvement of SCP [5]. Therefore, Gandhi et al. [5] conceptualize the relationship between supply chain management and firm performance. Gandhi et al. [5] found the hypothesis is proven significantly. Therefore, this study needs to test the third hypothesis.

H3: Information sharing influences supply chain management performance.

Supplier relationship management deals with how to involve suppliers in the planning stages of new products, developing an order system that has a fast response with suppliers, locating a supplier network with reliable delivery, and useful information exchange with suppliers [8]. Effective implementation of SRM is important and is believed to have a significant impact on many processes in a retail company, for example, related to planning and implementation, resource analysis, supplier performance monitoring, supplier collaboration [12]. Lee et al. [8] found that supplier relationship management has a positive influence on a company's competitive advantage that increases supply chain management performance. Likewise, Gandhi et al, [5] found that good supplier relationship management will increase the better supply chain management performance. Thus, this research needs to test the fourth hypothesis.

H4: Supplier relationship management influences supply chain management performance.

The mediating role of Supply Chain Management Performance

Banarjee and Mishra [3] that supply chain performance is a significant key to company performance. Jabbour et al. [6] identified and validated SCM as supply chain integration, information sharing, customer relations, and supplier relations. According to Sundram et al. [9], to measure SCM, it is necessary to use the construction of supplier relations and customer relations, the level and quality of information sharing, delays, agreed goals and vision, and the distribution of rewards/risks. They found that all SCM practices, except customer relations, positively affected supply chain performance. Ibrahim and Ogunyemi [13] found that supply chain management performance is determined by supplier and customer partnerships and the level and quality of information sharing. They found that supply chain management practices had a significant positive effect on supply chain performance. Thus, this research needs to test the following hypotheses:

H5: *The mediation effect of supply chain management performance on the relationship between customer relationship management and firm performance.*
H6: *The mediation effect of supply chain management performance on the relationship between information sharing and firm performance*
H7: *The mediation effect of supply chain management performance on the relationship between supplier relationship management and firm performance*
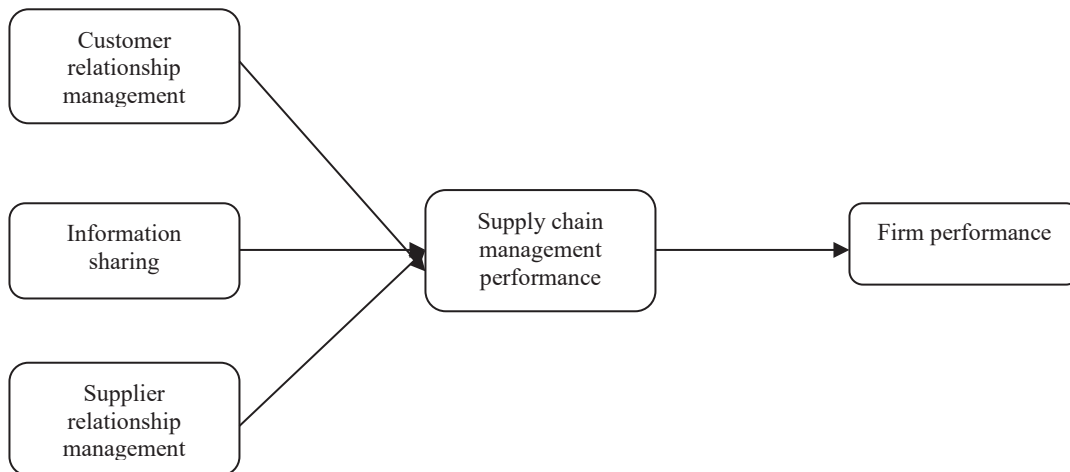
Theoretical Framework

Base on the above hypotheses, then the conceptual framework is built as at Fig. 1.

METHOD

Population and Sample

According to Sugiyono [14], population is a generalization of objects/subjects in which researchers determine their qualities and characteristics which can then be studied and draw conclusions. The research sample is taken from the members of the population. This study uses probability random sampling. The study is conducted in the Alfamart coordinators at the Branch offices & Distribution Centers in West Java. Respondents of this study are area coordinators of Alfamart in West Java. There are 288 coordinators in nine branches of Alfamart in West Java under the operations department of Sumber Alfaria Trijaya Ltd. The study employs random cluster sampling and determines the sample size with Slovin's formula.

$$n = \frac{N}{1 + N\alpha^2} = \frac{288}{((1 + (288(0.05)\alpha^2))} = 167.44 = 168$$

FIGURE 1. A Theoretical Framework (adapted from [5])

Instrument measurement

This study adopts five items of customer relationship management, three items of Information sharing, three items of Supplier relationship management, six items of Supply chain management performance, and three items of firm performance from Gandhi et al. [5].

Analysis Technique

A validity test aims to determine the ability of an indicator to measure latent variables [15] [16] [17]. The provisions used are if the standardized loading factor ≥ 0.50, then it can be said to be valid. Meanwhile, the reliability test aims to determine the consistency of the measurement of indicators of a latent variable. Reliability tests using Composite Reliability (C.R.) and C.R. must be > 070 [18] [19]. Average Variance Extracted (AVE) is used to test reliability on the condition that the AVE value of each variable must be> 0.50 [20] [21]. This study uses Structural Equation Modeling (SEM) analysis techniques with the help of the AMOS 24 program.

RESULT

Respondent Profile

Respondents in this study were area coordinators of Alfamart retailers in West Java, namely in the Karawang, Parung, Cianjur, Bandung 1, Bekasi, Cileungsi, Bandung 2, Plumbon, and Bogor areas. Sampling is done by using a cluster random sampling design technique. The number of questionnaires collected and used was 168 questionnaires received in January 2020.

Respondents were grouped into age groups ranging from 17-30 years by 28%, 31-40 years by 63%, over 40 years by 9%. Grouping respondents by sex, 86% are male, and 14% are female. Respondent grouped by Branches: Bandung1 by 14%, Bandung2 by 12%, Bekasi by 14%, Bogor by 13%, Cianjur by 14%, Cullinan by 7%, Karawang by 14%, Parung by 7%, Plumbon by 5%.

Validity and Reliability

Table 1 shows that the standardized loading factor ≥ 0.60, then all indicators are valid. Table 2 shows the value of construct reliability (C.R.) ≥ 0.70, and Table 3 indicates that the Average Variance Extracted (AVE) ≥ 0.50, then all variables meet reliability.

TABLE 1. Standardized loading factor

Component	Items	Standardized loading factor	Threshold point	Results
Customer relationship management	CRM1	0.709	0.50	Valid
	CRM2	0.773	0.50	Valid
	CRM3	0.832	0.50	Valid
	CRM4	0.728	0.50	Valid
	CRM5	0.698	0.50	Valid
Information sharing	IS01	0.830	0.50	Valid
	IS02	0.857	0.50	Valid
	IS03	0.775	0.50	Valid
Supplier relationship management	SRM1	0.694	0.50	Valid
	SRM2	0.774	0.50	Valid
	SRM3	0.796	0.50	Valid
Supply chain management performance	SCMP1	0.763	0.50	Valid
	SCMP2	0.700	0.50	Valid
	SCMP3	0.810	0.50	Valid
	SCMP4	0.849	0.50	Valid
	SCMP5	0.802	0.50	Valid
	SCMP6	0.809	0.50	Valid
Firm performance	FPE1	0.823	0.50	Valid
	FPE2	0.953	0.50	Valid
	FPE3	0.928	0.50	Valid

TABLE 2. Composite Reliability (C.R.)

Component	C.R.	Threshold point	Results
Customer relationship management	0.865	0.70	Reliable
Information sharing	0.861	0.70	Reliable
Supplier relationship management	0.799	0.70	Reliable
Supply chain management performance	0.909	0.70	Reliable
Firm performance	0.930	0.70	Reliable

TABLE 3. Average Variance Extracted (AVE)

Component	AVE	Threshold point	Results
Customer relationship management	0.631	0.50	Reliable
Information sharing	0.716	0.50	Reliable
Supplier relationship management	0.638	0.50	Reliable
Supply chain management performance	0.677	0.50	Reliable
Firm performance	0.830	0.50	Reliable

The goodness of fit model

TABLE 4. The goodness of fit index

Goodness-of-fit Index	Cut-off value	Result	Evaluation
Chi squares	Diharapkan kecil	359.874	Poor
RMSEA	≤ 0.08	0.086	Marginal
Probability	≥ 0.05	0.000	Poor
CMIN/DF	≤ 2.00	2.221	Poor
GFI	≥ 0.90	0.831	Marginal
AGFI	≥ 0.90	0.781	Poor
TLI	≥ 0.90	0.902	Good
CFI	≥ 0.90	0.916	Good

Table 4 and Fig. 2 show that Chi-Squares, Probability, CMIN / DF, and AGFI criteria are poor, while RMSEA and GFI criteria are. The goodness of fit index of CFI and TLI is good. According to Hair et al. [22], if the model has at least one absolute-fit-index (GFI, RMSEA, or RMR) and at least one incremental-fit-index (CFI, NFI, RFI, IFI, AGFI, or TLI) then the model can be said to be feasible. Although most of the goodness of fit stools are poor and marginal, CFI and TLI are good. The study continues into hypothesis testing.
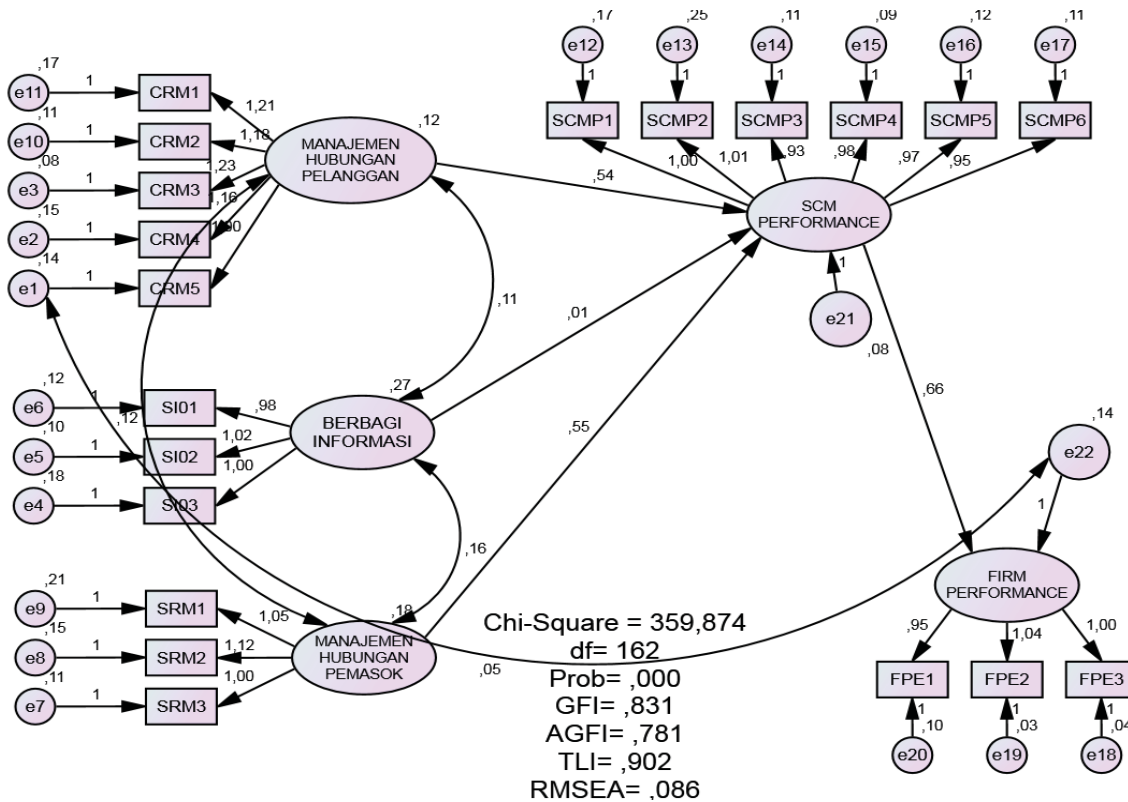
FIGURE 2. Goodness of fit model

The Hypotheses testing result

TABLE 5. Regression Weight (Default Model)

			Estimate	S.E.	C.R.	P	P-value Threshold point	Result
Firm Performance	<---	SCM Performance	,662	,080	8,283	***	< 0.05	Supported
SCM Performance	<---	CRM	,541	,183	2,956	0.003	< 0.05	Supported
SCM Performance	<---	Information sharing	,011	,098	,108	0.914	< 0.05	Rejected
SCM Performance	<---	SRM	,554	,200	2,774	0.006	< 0.05	Supported

Table 5 shows that the p-value of the relationship between SCM performance and firm performance is 0.000 (***) < 0.001; therefore, H1 is supported. The result is proof that when the supply chain management performance of the firm is good, then it will increase the firm performance itself. As well, the result shows that the firm performance of PT. Sumber Alfaria Trijaya, Tbk with one of its retail networks, Alfamart will be impacted by its supply chain management performance. The result supports the previous researches by Banarjee and Mishra [3], Sopha and Hestiani [4], and Gandhi et al. [5].

The p-value of the relationship between customer relationship management and SCM performance is 0.003 < 0.05, consequently the H2 is supported. It means that the customer relationship management is improved and has a good performance, it will increase the SCM performance in this retail company. The result supports the previous study by Lee [8], Gandhi et al. [5], and Sundram et al. [9], when the relationship with the customer is well established, then the right merchandise and product choices will be available to the customer, which in turn will improve supply chain management performance.

The p-value of the relationship between information sharing and SCM performance is 0.914 > 0.05; therefore, the H3 is rejected. It means that information sharing is not the factor that influences the SCM performance of the company. This finding can be explained that the possible impact of information sharing does not directly occur on supply chain management performance because there is not a distinguishing factor between companies, the retail company, and its supplier. All of which have high performance with very low variation. In addition, this research was conducted at a branch company, West Java branches. In this company context, the branch did not have a role in the policy of information sharing with suppliers in the fulfillment and inventory of goods at the branches. Information sharing is under the authority of the head office. Considering that information sharing is in the head office authority and cooperation between the company and supplier companies is still centralized through the head office of PT. Source Alfaria Trijaya, Tbk, so the results of this study did not find any effect on information sharing and SCM performance.

The p-value of the relationship between supplier relationship management and SCM performance is 0.006 < 0.05; therefore, the H4 is supported. It shows that partnership strategy prioritizes of the Alfamart, in build long-term relationships with its suppliers, support the planning process, and problem-solving efforts that enable the company's SCM to work more effectively. Then, the study finds that supplier relationship management has a significant impact on the SCM performance of the company. The result supports a previous study by Lee et al. [8] and Gandhi et al. [5].

Mediating test

The study uses the Sobel test that finds the mediating effect. The Sobel test is carried out by testing the strength of the indirect result of the independent variable (X) on the dependent variable (Y) through the mediating variable (Z). According to Ghozali (2017), a variable is called a mediating variable if the variable also influences the relationship between the predictor variable and criterion variable. The Sobel test calculates the standard Estimate and its error (S.E.) values from the direct path of the X to M and M to Y variables.

Table 5 shows that values of the Estimate are $0.541(S_a)$, and S.E. is $0.183(S_a)$ for the path of customer relationship management to SCM Performance. Path SCM Performance to Firm Performance shows that the Estimate is $0.662(b)$, and S.E. is $0.080(S_b)$. The calculation result is the t-value of the indirect effect is 2.783, and the

p-value is 0.005 (p<0.05). Therefore, the mediating role of SCM Performance on the relationship of customer relationship management and firm performance is positive and significant. The H5 is supported.

Table 5 shows that values of the Estimate are 0.011(a) and S.E. = 0.098(S_a) for the path of information sharing to SCM Performance. Path SCM Performance to Firm Performance shows that the Estimate is 0.662(b), and S.E. is 0.080(S_b). The calculation result is the t-value of the indirect effect is 0.112, and the p-value is 0.910 (p>0.05). Therefore, the mediating role of SCM Performance on the relationship of information sharing and firm performance is not significant. The H6 is rejected.

Table 5 shows that the Estimate values are 0.554(a), and S.E. is 0.200(S_a) for the path of supplier relationship management to SCM Performance. Path SCM Performance to Firm Performance shows that the Estimate is 0.662(b), and S.E. is 0.080(S_b). The calculation result is the t-value of the indirect effect is 2.626, and the p-value is 0.008 (p<0.05). Therefore, the mediating role of SCM Performance on the relationship of supplier relationship management and firm performance is positive and significant. The H5 is supported.

Determination coefficients

TABLE 6. Squared Multiple Correlations (R^2)

	Estimate
SCM Performance	0,687
Firm Performance	0,430

Evaluation of the determination coefficient aims to determine the percentage of contribution of influences of independent variables on the dependent variable. As shown in Table 6, the determination coefficient between customer relationship management, information sharing, and supplier relationship management for SCM performance is 0.687 or 68.7%. It indicates that the influence of customer relationship management, information sharing, and supplier relationship management on SCM performance is 68.7%. In comparison, the remaining 31.3% is influenced by other variables outside the research model, such as transportation, procurement of goods, use of e-business, and others. The coefficient of determination between SCM performance against firm performance is 0.430 or 43%. It indicates that the influence of SCM performance on firm performance is 43%, while the remaining 57% is influenced by other variables outside the research model, such as competitive advantage.

CONCLUSION

The study shows that the instrument test result has fulfilled the validity and reliability criterion. The study finds that most hypotheses are supported, and two hypotheses are rejected. SCM performance influences firm performance significantly. It explains that excellent supply chain management performance will be able to improve company performance. Thus, supply chain management performance is vital to be considered by Alfamart in improving company performance, both financial and operational performance. This study confirms the finding of Gandhi et al. [5] that SCM performance influences firm performance.

The study finds that customer relationship management influence positive and significant to SCM performance. It shows that the better retailing forms emotional bonds with customers, it can provide customer satisfaction. Furthermore, customer satisfaction can improve SCM performance. Thus, Alfamart needs to consider customer relationship management in improving SCM performance. This study confirms the finding of Gandhi et al. [5] that customer relationship management influence SCM performance.

The study finds that information sharing does not influence positive and significant on SCM performance. The result shows that information sharing did not affect SCM performance. This study does not confirm the finding of Gandhi et al. [5] that information sharing influences SCM performance. This finding can be explained that the possible impact of information sharing does not affect SCM performance because it is a particular factor between companies. After all, all parties have high performance with very low variation. It might also be because the branch office has no role in the policy of exchanging information with suppliers in the fulfillment and supply of goods in the branch. It is because the exchanging of knowledge information with suppliers is still centralized by the head office of Sumber Alfaria Trijaya Ltd.

The study finds the impact of supplier relationship management on SCM performance is positive and significant. It means that better supplier relationship management can improve the performance of supply chain management. Therefore, Alfamart needs to consider that supplier relationship management is essential to strengthening its SCM performance. The study confirms the finding of Gandhi et al. [5] that supplier relationship management has a positive and significant effect on SCM performance.

This study found that supply chain management performance has an indirect effect on increasing the influence of customer relationship management on company performance. These results explain that supply chain management performance plays a vital role in customer relationship management to improve company performance further. This capability will also improve performance if supported by excellent cycle chain management performance.

This study shows that supply chain management performance does not mediate the effect of information sharing on company performance. It happens because product flow information is crucial for planning sales forecasting, ordering products, determining inventory levels, storing products in warehouses, transporting storage, and storing products on retail store shelves, all controlled by Alfamart as the franchisor. So, suppliers only follow the patterns and mechanisms that Alfamart has implemented.

This study also found that supply chain management performance provides an indirect role in increasing the influence of supplier relationship management on firm performance. These results explain that the effectiveness and efficiency of supply chain management performance can be a tremendous intermediary in building long-term relationships with suppliers to improve company performance automatically. This supplier relationship deals with involving suppliers in the planning stages of new products, developing an order system with a fast response with suppliers, locating a supplier network with reliable delivery, and exchanging information with suppliers. Good collaboration between suppliers and producers with sustained supply chain management performance can improve company performance.

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