Journal of Management and Business Insight
P-ISSN: 3031-0261 | E-ISSN: 3031-0253
Volume 2, Number 1, May 2024, Page 52-61

Organizational performance: The effect of supply chain management practices, supply chain responsiveness, and organizational capability

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ARTICLE INFO

Article History
Received: 13-07-2024
Revised: 21-07-2024
Accepted: 23-07-2024

Keywords
Supply Chain Management Practices;
Supply Chain Responsiveness;
Organizational Capability;
Organizational Performance.

Paper Type: Research paper

ABSTRACT

Purpose-Organizational performance is the main focus for every business person because it is related to facing globalization and competition. Globalization and business competition can be impacted if organizational performance can be maintained or continuously improved. Many factors affect organizational performance, both internal and external to the organization. This study analyzes the factors influencing organizational performance: supply chain management practices, supply chain responsiveness, and organizational capabilities.

Design/Methodology/Approach-This study analyzes the performance of micro, small, and medium enterprises in the furniture sector in Yogyakarta, Indonesia. Based on a purposive sampling technique, a sample size of 60 respondents was obtained. The data obtained was then analyzed using Smart PLS software.

Findings-The analysis results show that all three hypotheses of this study are accepted. Supply chain management practices are shown to affect organizational performance positively. Supply chain responsiveness is shown to have a positive effect on organizational performance. Organizational capability is shown to have a positive impact on organizational performance.

Research limitations/implications-This research is limited to micro, small, and medium enterprises in the furniture sector in Yogyakarta, so the results of this study cannot be generalized to all business sectors. Each business sector certainly has its performance drivers, both internal and external to the organization.

Originality/value-This study uses the object of micro, small, and medium enterprises in the furniture sector in Yogyakarta. This study uses an object that is different from other similar studies. In addition, previous studies also analyzed other factors that were not examined in this study.

1. The Introduction

Today's global competition encourages every company to adapt, innovate, and find the right way to meet consumer demand by maximizing performance (Tallman et al., 2018). Organizational performance measures or assesses various indicators within a specific period (Taouab & Issor, 2019). The purpose of performance appraisal is to assist a company in determining future strategies (Parmenter, 2015). Every business organization aims to obtain maximum profit with minimum cost. Some business organizations face the globalization era with enormous costs for production, storage, distribution, and other processes (Witkowski, 2017). To address this, business organizations must expand networks, develop capabilities, and improve networks with suppliers, sales partners, and customers to optimize the supply chain (Alicke et al., 2017).

Even they are delivered to customers, supply chain management oversees the processing of raw materials from suppliers into semi-finished or even finished goods (Cole et al., 2019). Additionally, Cole et al. (2019) said that supply chain management is a way for a company to coordinate its business operations in order to link supply management with customer needs. At the moment, customers must incorporate supply chain management into their supply management procedures. Furthermore, supply chain management practices have evolved into a multifaceted idea that encompasses both upstream and downstream aspects (Bode & Wagner, 2015). Supply chain management practices are a collection of procedures or actions taken by an organization to make managing supply chain operations easier.

Nimeh et al. (2018) believe implementing supply chain management practices includes supplier cooperation, cycle time reduction, continuous process flow, outsourcing, and information sharing. Supply chain management is a method to optimize supplier-based management and has an impact on the performance and competitiveness of an organization in general. Previous research has proven that supply chain management practices positively influence organizational performance (Hong et al., 2018; Gopal et al., 2019).

Furthermore, supply chain responsiveness is the ability to act on customer demand to maintain competitive advantage (Gordon & Rajagopalan, 2016). Responsiveness combines operational responsiveness, logistics processes and supplier networks (Asamoah et al., 2021). A competitive business world requires a flexible and responsive supply chain, which is indispensable. Regarding timeliness, supply chain responsiveness captures performance objectives related to shorter customer lead-times or order time fulfillment (Giannakis et al., 2020; Nenavani & Jain, 2022). Supply chain responsiveness relies heavily on the integration of supply chain actors (Gordon & Rajagopalan, 2016). Collaboration with supply chain partners allows companies to respond quickly to the market and increase their operational profits (Yu et al., 2019). Supply chain responsiveness can optimize the use of internal resources to maintain competitiveness and improve operational performance (Singh, 2015). Previous research has shown that supply chain responsiveness positively influences organizational performance (Yu et al., 2019; Nenavani & Jain, 2022).

Furthermore, resource management is made possible by organizational capabilities in order to attain organizational performance (Mikalef & Gupta, 2021). According to Aleksic and Barisic (2015), organizational capability also refers to the capacity to employ both material and immaterial resources to accomplish objectives. Numerous elements, including organizational objectives, implemented procedures, leadership, flexibility, and creativity, influence organizational capability. Organizational efficiency can be enhanced in an uncertain business environment by providing useful information on product development that involves the investment of time, energy, or resources. Business performance is greatly impacted by efficient information availability (Al Nuaimi et al., 2015). According to the findings of studies by Obeidat et al. (2017) and Rehman et al. (2019), organizational capability has a favorable impact on organizational performance.

The development of SMEs drives economic growth in various regions including Yogyakarta. MSMEs play a role in regional, national, and global economic growth by creating gross domestic product (GDP) value and increasing employment (Weldeslassie et al., 2019). However, most SMEs (especially in developing countries) face fundamental problems such as

traditionally run businesses, lack of integration with supply chains, and lack of resources. Moreover, only a few MSMEs are growth oriented and require more access to suppliers.

The context of micro, small, and medium-sized enterprises (MSMEs) in Yogyakarta, Indonesia's furniture sector is examined in this study. Additionally, the furniture business is defined as being highly dependent on supply chain management. The performance of furniture MSMEs in Yogyakarta is correlated with supply chain management practices, supply chain responsiveness, and organizational capabilities. Organizational performance is impacted by optimal supply chain management practices. Organizational performance management is also impacted by responsive supply chains, and organizational performance can be maximized by having strong organizational capabilities.

2. Literature Review and Hypothesis Development

Gopal et al. (2019) and Sukati et al. (2020) demonstrate how supply chain management practices enhance business performance. Organizational performance can be enhanced by establishing strategic supplier partnerships in supply chain management practices (Banerjee & Mishra, 2017). Practices for supply chain management offer benefits in terms of the skills that affect the supply chain. Performance and competitiveness are impacted by a framework for knowledge management practices, which includes information communication technology and human resource management. Innovation, human resource management, culture, information technology, structure, and leadership are examples of knowledge management systems that can help business organizations deal with a competitive and dynamic business environment, which will boost performance. Accordingly, supply chain management practices improve the performance of organizations (Al-Shboul, 2017).

H_1: Supply Chain Management Practices Has a Positive Effect on Organizational Performance

Yu et al. (2019) and Nenavani and Jain (2022) proved that supply chain responsiveness positively affects competitive advantage. Good supply chain responsiveness affects a company's performance in achieving a competitive advantage. Better supply responsiveness of a business organization will affect its performance (Hong et al., 2019). Improved responsiveness comes from understanding the relationship between important events that occur and the processes that run the business, as well as the ability to adapt to changing business conditions. To identify market trends and changes in consumer demand, power utilization makes it possible to build a responsive supply chain, thereby improving performance (Wang et al., 2016). When developing new products, a coordinated relationship between suppliers and the organization is essential for responsiveness to consumer demand (Ralston et al., 2015). By implementing highly responsive practices, organizations can be more adaptive to demand fluctuations and handle uncertainty (Bevilacqua et al., 2017). Moreover, the strong positive relationship between supply chain responsiveness and organizational performance suggests that supply chain responsiveness helps organizations introduce new products faster than competitors do.

H_2: Supply Chain Responsiveness Has a Positive Effect on Organizational Performance

In order to achieve particular goals, organizational capability entails carrying out activities using resources. Obeidat et al. (2017) and Rehman et al. (2019) demonstrate how organizational competence enhances company performance. Resources that can collaborate to combine their organizational skills are necessary to get a competitive advantage. Capability is one of the strategic roles of an organization in achieving performance (Ferreira et al., 2020). An organization's success and performance are determined by its unique capabilities and resources compared to those of its competitors. Organizational capability is defined as an organization's ability to manage its business by responding to environmental changes and market globalization (Kalmuk & Acar, 2015). Flexibility in operation and the ability to adapt to changes are affected by uncertain conditions. Business organizations face many obstacles because of the need for more resources and the ability to innovate (Bocken & Geradts, 2020). To maintain competitiveness, organizations must have the best standards of assets, organizational processes, and performance

achievements (Hakkak, 2015). Business organizations can use their supply chains as a source of change and resources, and their supply chains can serve as a path to change that leads to continuous performance improvement.

H_3: Organizational Capability Has a Positive Effect on Organizational Performance

Figure 1 shows the research model used to analyze the factors affecting organizational performance: supply chain management practices, supply chain responsiveness, and organizational capabilities. Each of these factors positively influences organizational performance.

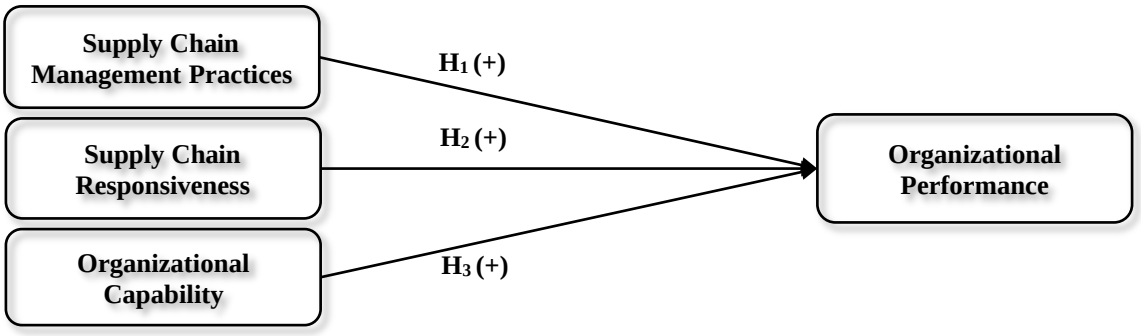

Figure 1. Research Model

3. Research Methodology

The population of this research comprises micro, small, and medium enterprises (MSMEs) in the furniture sector located in Yogyakarta, Indonesia. A questionnaire was given out directly to MSMEs in Yogyakarta, Indonesia's furniture industry as part of the data collection process. Each variable was represented by a statement on the questionnaire, which was scored on a five-point Likert scale. 60 respondents made up the sample size, which was determined using a purposive sampling technique. There are 14 items in the supply chain management practice (SCMP) variable, 18 items in the supply chain responsiveness (SCR) variable, three items in the organizational capability (OC) variable, developed by Tuan and Yoshi (2010), and seven indicators in the organizational performance (OP) variable, developed by Li et al. (2006) and Ho (2008).

The research data were analyzed using Smart PLS with bootstrapping for validity, reliability, and hypothesis testing. The decision taken for each data test was based on Hair et al. (2020). Validity testing used the loading factor value for each statement item. A statement item was considered valid if its loading factor was greater than 0.6. If it is below 0.6, the statement item must be eliminated from the research model and retested for its validity. Reliability testing was performed after validity testing. The reliability testing included Cronbach's alpha and composite reliability values. A variable is considered reliable if the Cronbach's alpha and composite reliability values are more than 0.6 and 0.7. After testing the validity and reliability, we proceed with hypothesis testing by examining the magnitude of the p-value for each hypothesis. The research hypothesis was accepted or supported if the p-value was < 0.05.

4. Result and Discussion

Validity Test

The results of the research data's validity test are shown in Table 1. Based on the loading factor value of each statement item that represented each variable, a validity test was carried out. If a statement item's loading factor value was higher than 0.6, it was considered valid. Each variable statement item's loading factor value in this study was found to be valid.

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Table 1. Validity Test Result

Indicator	Supply Chain Management Practices	Supply Chain Responsiveness	Organizational Capability	Organizational Performance
SCMP 1	0.797			
SCMP 2	0.801			
SCMP 3	0.790			
SCMP 4	0.843			
SCMP 5	0.766			
SCMP 6	0.807			
SCMP 7	0.778			
SCMP 8	0.800			
SCMP 9	0.733			
SCMP 10	0.810			
SCMP 11	0.849			
SCMP 12	0.833			
SCMP 13	0.762			
SCMP 14	0.706			
SCR 1		0.734		
SCR 2		0.769		
SCR 3		0.849		
SCR 4		0.849		
SCR 5		0.804		
SCR 6		0.812		
SCR 7		0.755		
SCR 8		0.827		
SCR 9		0.872		
SCR 10		0.781		
SCR 11		0.733		
SCR 12		0.707		
SCR 13		0.728		
SCR 14		0.799		
SCR 15		0.703		
SCR 16		0.723		
SCR 17		0.845		
SCR 18		0.818		
OC 1			0.788	
OC 2			0.886	
OC 3			0.804	
OP 1				0.775
OP 2				0.790
OP 3				0.877
OP 4				0.908
OP 5				0.890
OP 6				0.864
OP 7				0.888

Source: Primary Data Processed (2024)

Figure 2 presents the research measurement model. Based on this model, the loading factor value of each statement item representing each variable was determined. The supply chain management practices (SCMP) variable consists of 14 items, supply chain responsiveness (SCR) consists of 18 items, organizational capability (OC) consists of three items, and organizational performance (OP) consists of seven items.

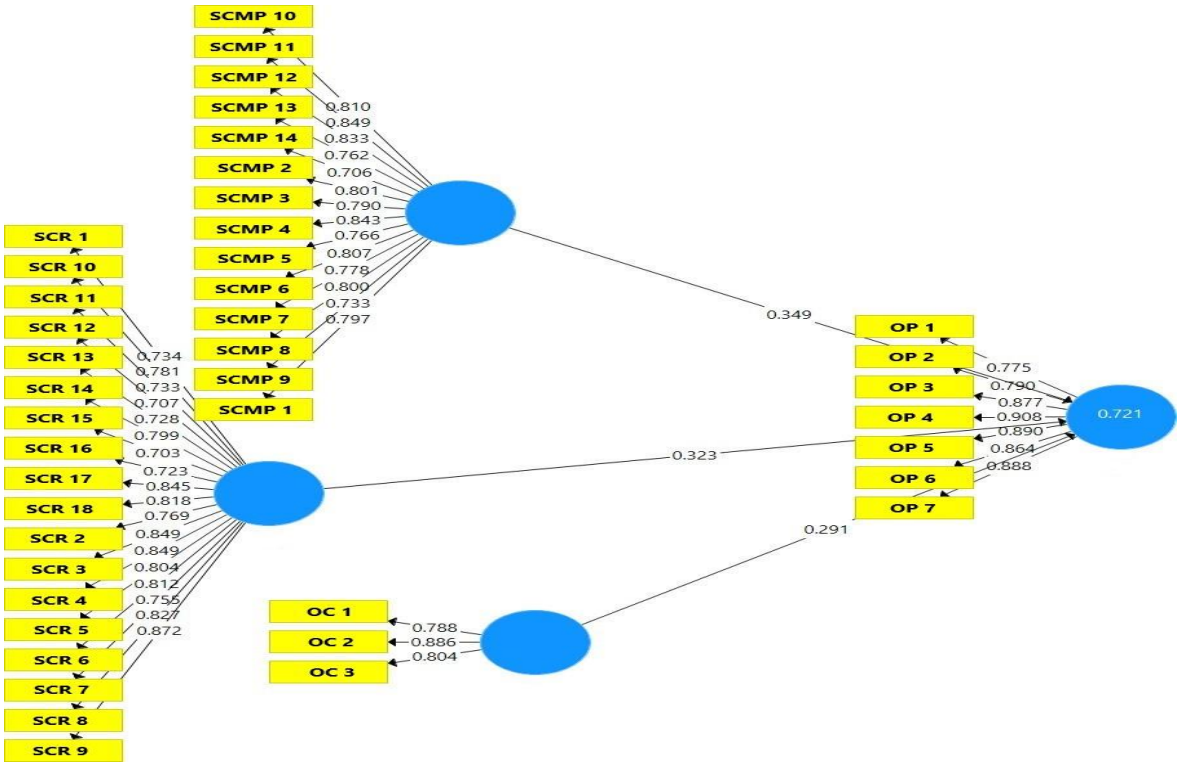

Figure 2. Measurement Model

Reliability Test

The results of the reliability test of the study data are shown in Table 2. These results support the assumption that the variables employed in this investigation were trustworthy. A composite reliability value of greater than 0.7 and a Cronbach's alpha value greater than 0.6 demonstrate this.

Table 2. Reliability Test Result

Variable	Composite Reliability	Cronbach's Alpha
Supply Chain Management Practices	0.959	0.954
Supply Chain Responsiveness	0.967	0.963
Organizational Capability	0.866	0.771
Organizational Performance	0.951	0.939

Source: Primary Data Processed (2024)

Hypothesis Test

The results of the testing of the research hypotheses are shown in Table 3. These results demonstrated that the three study hypotheses were accepted, as indicated by the fact that each hypothesis's p-value was less than 0.05. It has been demonstrated that organizational capability, responsiveness, and supply chain management practices improve organizational performance.

Table 3. Hypothesis Test Result

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Value
Supply Chain Management Practices → Organizational Performance	0.349	0.362	0.098	3.544	0.000
Supply Chain Responsiveness → Organizational Performance	0.323	0.321	0.149	2.172	0.030
Organizational Capability → Organizational Performance	0.291	0.283	0.138	2.106	0.036

Source: Primary Data Processed (2024)

Discussion

The Effect of Supply Chain Management Practices on Organizational Performance

The results of testing the first hypothesis prove that supply chain management practices positively affect organizational performance; thus, the first hypothesis is proven to be accepted or supported. The results of this study align with those of Gopal et al. (2019) and Sukati et al. (2020) in that supply chain management practices positively affect organizational performance. Supply chain management practices refer to a combination of activities performed within an organization to promote efficient supply chain management. Organizations with high supply chain management practices will produce maximum performance to achieve a competitive advantage (Jangga et al., 2015). Competitive advantage generally indicates that an organization can have one or more capabilities compared to its competitors (Mikalef & Pateli, 2017), including price factors, product quality, level of dependability, and shorter delivery times. These capabilities, in turn, improve the organization's overall performance.

The Effect of Supply Chain Responsiveness on Organizational Performance

The second hypothesis has been confirmed or supported by the testing results, which demonstrate that supply chain responsiveness has a favorable impact on organizational performance. Yu et al. (2019) and Nenavani and Jain (2022), who discovered that supply chain responsiveness improves organizational performance, confirm the findings of this study. Key suppliers are involved in the creation of new products as part of supply chain responsiveness. Furthermore, the supply chain can react quickly to changes in consumer expectations because to this responsiveness (Um, 2017). Organizations must communicate with suppliers in order to be responsive (Roh et al., 2014). This kind of responsiveness influences the entire operation of the company by assisting suppliers in obtaining the data needed to carry out efficient supply chain planning. With this responsiveness, a company's operational processes can achieve maximum performance by fulfilling customer desires (Um, 2017).

The Effect of Organizational Capability on Organizational Performance

The third hypothesis is accepted or supported since the test results demonstrate that organizational capabilities have a beneficial impact on organizational performance. Obeidat et al. (2017) and Rehman et al. (2019) have demonstrated that organizational capabilities have a favorable impact on organizational performance, which is consistent with the findings of this study. Organizational capabilities show that businesses may use their resources to boost their performance (Amui et al., 2017). Strategic management, relationships with external stakeholders, and operational capabilities are the three components that make up organizational capability (Koufteros et al., 2014). Additionally, how an organization outperforms other organizations and improves performance is determined by its organizational capabilities (Azeem et al., 2021). According to the resource-based theory, businesses compete on resources that are rare, valuable, hard to copy, and impossible for rivals to replace (Baia et al., 2020). Businesses may achieve a competitive advantage and better long-term success with the help of these resources. By preserving this edge, the company can guard against resource substitution, imitation, and diversion.

5. Conclusion

The three hypotheses in this study are accepted or supported since it demonstrates how supply chain management practices, supply chain responsiveness, and organizational capabilities all have a favorable impact on organizational performance. Every business actor needs to be aware of a variety of internal and external influencing factors in order to perform at their best. Because the success of a business is determined by all parties involved in the supply chain, from upstream to downstream or end customers, this study demonstrates that supply chain management practices are one of the determining elements of performance. The performance of a company is impacted by responsiveness in addition to supply chain management practices. The dynamic business world and diverse consumer demand are important things that the business supply chain needs to consider, so responsiveness to these changes is crucial to determine an organization's

performance. Organizational capability also affects organizational performance because it describes the organization's ability to achieve its goals with its capabilities, from human resources, finance, and other factors.

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