

The Role of Dimensions of Supply Chain Management on Operational Performance of Indonesian SMEs During Digital Era

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Abstract:

The purpose of this study is to analyze the relationship of variables between the sharing of information on operational performance, the relationship of variables between cooperation and operational performance, and the relationship of variables between the integration process and operational performance. The type of research used in this research is correlational research with a quantitative approach. Correlation research is research that aims to determine the effect or relationship between two or more variables. While the approach used is a quantitative approach. The population used in this research is SMEs operational manager in Banten Indonesia. The sample is part of the population which consists of several members selected from the population. According to Hair et al. (2017) the sample in this study was determined by the non-probability sampling method, which is a sampling technique that does not provide equal opportunities or opportunities for every member of the population to be a sample, using purposive sampling technique. The process of distributing research questionnaires was carried out through an online survey n. The sample or respondents used in this study were 500 SMEs managers in Banten, Indonesia. Data analysis used SmartPLS 3.0 software. The results of the SEM (Structural Equation Modeling) test using Partial Least Square, it can be concluded that information sharing has a positive effect on operational performance. The influence of the construct of information sharing is positive and significant. Long-term relationship has a positive effect on operational performance. Cooperation has a positive effect on operational performance. The integration process has a positive effect on operational performance. SMEs need to carry out optimal supply chain management to improve their performance. The importance of raising this theme is that SME owners and managers can survive in the face of increasingly fierce business competition, it is hoped that with improved supply chain management and competitive advantages applied in developing performance processes so that can promote better survival in SMEs.

Keywords: Information Sharing, Collaboration, Process Integration, Operational performance, SMEs, Supply chain management

1. INTRODUCTION

In this digital era, increasingly business competition between SMEs encourages SMEs to produce the best performance. SMEs must be able to create a competitive advantage in order to generate economic value for the company that is better than competitors. SMEs need to implement supply chain management optimally. According to Hong et al. (2019) The application of supply chain management is able to reduce the effects of competition in

the market because supply chain management can generate a company's competitive advantage. SMEs can achieve competitive advantage by performing optimal and good supply chain management. The company produces better performance than competitors because supply chain management is able to minimize the overall cost of meeting and serving consumer needs. Supply chain management is all parties involved, either directly or indirectly, in fulfilling consumer orders and requests.

According to Basheer et al. (2019); Buer et al. (2021); Dumitrascu et al. (2020) All parties involved do not only consist of producers or suppliers, but also involve distributors, storage places, sellers and consumers.

According to Fanulene et al. (2022); Hong et al. (2019) In some SMEs, quality is often found that has not been met. The company's strategy, namely, innovation, and good activity planning will encourage the company to have competitiveness. For this reason, SMEs must compete to find solutions to increase their competitiveness. One aspect is managing supply chain management to increase competition and company success. Company needs more ways to compete and make quality effective. Supply chain management is a way that can make this competitiveness a success. Supply chain management is the management of activities, resources, and relationships between suppliers and consumers from upstream to downstream, in terms of quality services. If this theory is implemented properly, it will be able to further increase the competitiveness of the company (Potter, 1980). Some researchers recognize the effectiveness (Supply chain management can reduce costs). For this reason, it is necessary to make sure that supply chain management can make the company competitive, it is necessary to study the factors that determine the success of supply chain management in terms of increasing the company's competitiveness. Then These factors must be identified so that the company will truly know the effectiveness of supply chain management, according to Purwanto et al. (2021); Purwanto et al. (2020); Priadana et al. (2021); Rudyanto et al. (2021); Saragih et al. (2020); According to Shou et al. (2018); Tseng et al. (2019); Zaid et al. (2018) The success of a SMEs can be seen from the performance of the company itself, the better its performance the more successful it will be According to Basheer et al. (2019); Hong et al. (2019), performance is the quantity and quality of work completed by individuals, groups or SMEs. Aspects of performance

consist of t three components, namely quality, quantity and effectiveness. Basically, performance is the responsibility of every individual who works in the SMEs.

According to Ivanov et al. (2018); Karamouz et al. (2020); Li et al. (2020) In this digital era, increasing business growth has implications for increasing demand from the market for the desired product. produce goods. The demands of the market are a challenge for the industry, whether they like it or not, they have to face it as a way for them to survive or be replaced. Permana et al. (2022) explained that the importance of the role of all parties from suppliers, manufacturers, distributors, retailers, and customers in creating cheap, quality, and fast products. This is what gave birth to a new concept, namely Supply Chain Management. Mani et al. (2020); Marodin et al. (2019);Permana et al. (2022) Supply Chain Management is the expansion and development of the concept and meaning of logistics management, which plays a role in regulating the flow of goods between SMEs and is increasingly concerned with matters needed by customers. Supply chain management is the integration of the activities of procuring materials and services, converting them into semi-finished goods and final products, and delivery to customers Supply Chain Management is an approach used to achieve a more efficient integration of various SMEs from suppliers, manufacturers, distributors, retailers, and customers. This means that goods are produced in the right quantity, at the right time and at the right place with the aim of achieving the minimum cost of the overall system and also achieving the desired service level.

2. LITERATURE REVIEW

Supply Chain Management Theory

According to Mani et al. (2020); Marodin et al. (2019);Permana et al. (2022) Supply Chain Management as a term for the management of the supply chain and buyers,

which includes all stages of processing from the purchase of raw materials to the distribution of finished goods to final consumers. Supply chain management is the integration of the activities of procuring materials and services, converting them into semi-finished goods and final products, and delivering them to customers. Goal is to build a supply chain focused on maximizing value for customers. Permana et al. (2022) Supply Chain Management is an activity of processing raw materials into goods in process or semi-finished goods and finished goods then sending these products to consumers through the distribution system. This activity includes the purchasing function that relates between suppliers and distributors Management supply chain is the strategic planning of the roles of each SMEs involved throughout supply chain activities with the aim of integrating supply chain management and Request. Creating an effective supply chain management system will benefit the company among these benefits, namely, more efficient inventory and costs, increased productivity, processing and faster delivery, greater profits, and increased customer loyalty. According to Mani et al. (2020); Marodin et al. (2019);Permana et al. (2022); According to Purwanto, A. (2022); Purwanto et al. (2021); Purwanto et al. (2020);Priadana et al. (2021); Rudyanto et al. (2021) define supply chain management as a scientific focus that integrates and manages the movement of goods and services as well as information in the supply chain so that it is responsive to customer needs while lowering total costs.

Operational Performance

Performance is a description of the level of achievement of the implementation of an SMEs's tasks in an effort to realize the goals, objectives, mission & vision of the SMEs An SMEs's operational performance conceptualized along the dimensions of cost, quality, flexibility and delivery. According to Priadana et al. (2021); Rudyanto et al. (2021); Saragih et al. (2020) is the result of work functions or activities that exist within

the company which are influenced by internal and external factors of the SMEs in achieving the goals that have been set for a certain period of time. The description of operational performance variables in this study takes two aspects from the balanced scorecard approach, namely the internal business process perspective and the customer perspective such as availability,goods, inventory costs, repurchases, quality of goods, level of complaints, and customer satisfaction. The measurement of a company's supply chain performance based on the operational strategy perspective includes performance measurement in the domain of resources, operational capabilities, and operational processes. Referring to this definition, According to Purwanto, A. (2022); Purwanto et al. (2021); Purwanto et al. (2020) proposes three dimensions of operational performance measurement in the context of supply chain based on the operational strategy perspective, namely fulfillment, inventory performance, and responsiveness.Inventory serves to identify the extent to which the company's collaborative practices in the supply chain network are able to carry out inventory management which includes inventory turnover, reductioninventory quantities, and inventory cost reductions. According to Priadana et al. (2021); Rudyanto et al. (2021); Saragih et al. (2020) Furthermore, responsiveness serves to identifythe extent to which the company's collaborative practices in the supply chain network are able to respond to consumer demand which includes the level of reduction in waiting times, flexibility in accommodating requests, and sensitivity to consumer demand.

Variable Relationship Between Information Sharing on Operational Performance

According to Purwanto, A. (2022); Purwanto et al. (2021); Purwanto et al. (2020) Information sharing is the extent to which important information is communicated to the company's business partners. The level of information sharing is relatedwith the level

of importance and accuracy of the information communicated to business partners in the chain supply. Information sharing is one of the important factors in implementing chain management supply. Information sharing is one of the building blocks that show a solid relationship between business partners who are members of the supply chain. According to Purwanto, A. (2022); Purwanto et al. (2021); Purwanto et al. (2020); Priadana et al. (2021) the suggests antecedent factors that must be considered in supply chain management to ensure quality information includes three main things, namely: environmental uncertainty, intra-SMEs facilitators and relationships inter-SMEs states that information sharing can help SMEs improve supply chain efficiency and effectiveness and is the most important factor for achieving coordination effective in the supply chain as well as being the controller along the supply chain. Information sharing ensure timely availability of data so that data can be shared along the supply chain, and can respond to changing consumer needs and desires more quickly. Therefore, understanding the factors that affect information sharing and the quality of information is needed to support the quality and process of information sharing, and improve good operational performance.

Hypothesis 1: Information sharing has a positive effect on SMEs Operational Performance

Variable Relationship between Cooperation and Operational Performance

According to Rudyanto et al. (2021); Saragih et al. (2020) cooperation is the best alternative in managing supply chains optimally. This is because between SMEs or SMEs that are in the network Supply chain management definitely requires smooth and accurate information systems, as well as trust between SMEs or SMEs procuring goods and services. When a company trusts its partner and truly treats the partner fairly, the company will view the relationship more as

an asset. strategic tools and strategic tools that will strengthen the company's competitive ability. According to Shou et al. (2018) The existence of cooperation with reliable suppliers will result in good understanding and understanding of the needs and needs of each party so as to increase the company's income. This supports the research conducted, to To get good performance through cooperation, a good relationship between the two parties is absolutely necessary. And based on the description above, a hypothesis can be formulated as follows:

Hypothesis 2: Cooperation has a positive effect on SMEs operational performance

Variable Relationship Between Integration Process and Operational Performance

Supply chain integration is a key theme in creating value. Increased productivity in the food product supply chain can be if the members of the supply chain integrate in its supply chain network. External integration has a significant relationship with the operating performance of the manufacturing network, while internal integration is not related. From result In this study, external integration has a significant relationship with operational performance. According to Shou et al. (2018); Zaid et al. (2018) which states that the company's supply chain integration pattern reflects the company's operational focus in competing in the business world. Empirical research examining the relationship between supply chain integration and performance concludes that chain integration supply is directly related to business performance. Also internal collaboration directly affects operational performance.

Hypothesis 3 The integration process has a positive effect on SMEs operational performance.

Method

The type of research used in this research is correlational research with a quantitative approach. Correlation research is research

that aims to determine the effect or relationship between two or more variables. While the approach used is a quantitative approach. Referring to the problem formulation that has been set out in the previous chapter, this study uses quantitative methods to test and prove the hypotheses that have been made through various tests and data processing. This is stated by Purwanto et al (2021) quantitative research methods related to data collection methods, sample design, and construction of data collection instruments. The population used in this research is SMEs operational manager in Banten Indonesia. The sample is part of the

population which consists of several members selected from the population. According to Hair et al. (2017) the sample in this study was determined by the non-probability sampling method, which is a sampling technique that does not provide equal opportunities or opportunities for every member of the population to be a sample, using purposive sampling technique. The process of distributing research questionnaires was carried out through an online survey n. The sample or respondents used in this study were 500 SMEs managers in Banten, Indonesia. Data analysis used SmartPLS 3.0 software

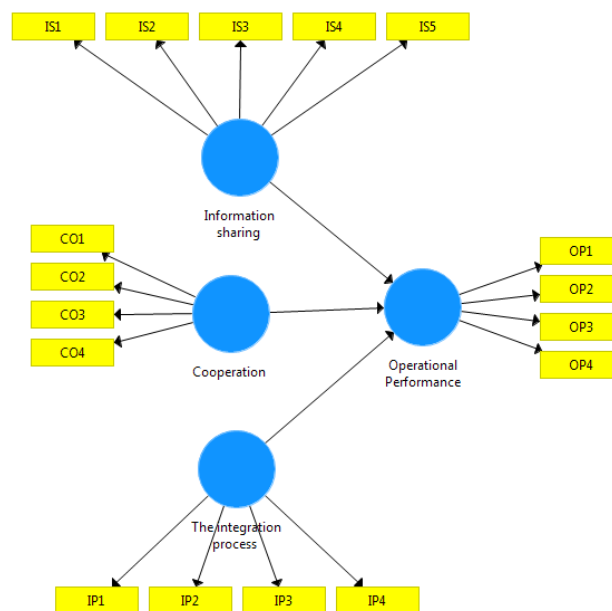


Fig 1. Research Model

The hypothesis in this research is

Hypothesis 1: Information sharing has a positive effect on Operational Performance

Hypothesis 2: Cooperation has a positive effect on operational performance

Hypothesis 3 The integration process has a positive effect on operational performance.

3. RESULT AND DISCUSSION

This section describes the results of the research and data analysis that has been collected through distributing online questionnaires that the author conducted

from December 2021 to April 2022. The results of data processing are information that will show whether the hypothesis that has been formulated is acceptable or not.

Outer Model Testing (Measurement Model)

This research model will be analyzed using the Partial Least Square (PLS) method and assisted by the SmartPLS 3.0 software. A loading factor may be a range that shows the correlation between the score of an issue item with the score of the

indicator construct that measures the construct. The loading factor value is bigger than 0.7 which is claimed to be valid. However, in line with Hair et al. (2019) for the initial examination of the loading factor matrix is approximately 0.3

considered to own met the minimum level, and for a loading factor of roughly 0.4 is taken into account better, and for a loading issue bigger than 0.5 is mostly thought of significant. during this study, the loading factor limit used was 0.7.

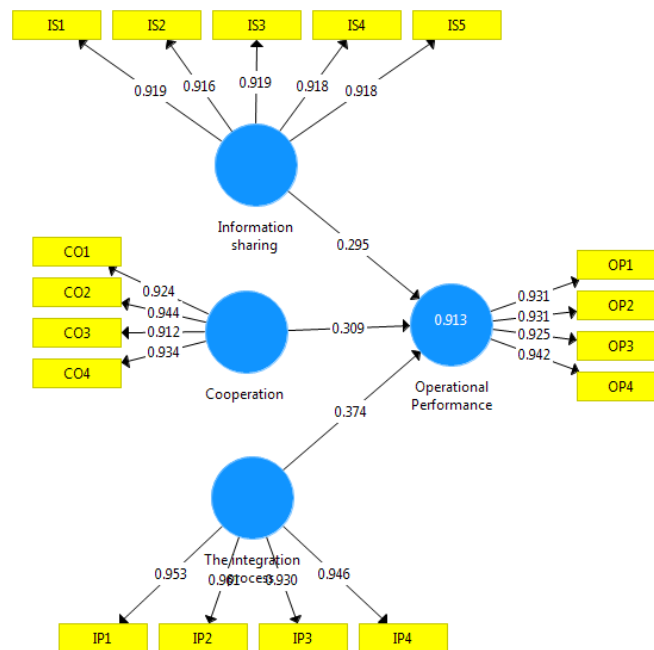


Figure 2. Convergent Validity Testing

Based on the estimation results of the PLS model in the picture above, all indicators have a loading factor value above 0.5 so that the model has met the convergent validity requirements.. The value of

loadings, cronbach's alpha, composite reliability and AVE for each complete construct can be seen in table 1 and figure 2.

Table 1. Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
Information sharing	0.912	0.911	0.954	0.712
Cooperation	0.967	0.913	0.912	0.781
The integration process	0.812	0.916	0.817	0.765
Operational Performance	0.965	0.934	0.932	0.812

The reliability test results in table 2 above show that all constructs have composite reliability and Cronbach's alpha values greater than 0.7 (> 0.7). In conclusion, all constructs have met the required reliability

R-square Testing

The R Square value and the significance test value are obtained as shown in the table below:

Table 2. R Square

	R Square	RSquare Adjusted
Operational Performance	0.913	0.903

The table above shows that the R2 value of the operational performance construct is 0.913. The higher the R2 value, the larger the exogenous construct can explain the endogenous construct, so the better the structural equation. The R2 value of the SMEs performance construct is 0.913, which means 91.3% performance variance operations are described by constructs of information, cooperation, the integration process and the remaining 8.7% is explained by other constructs outside this study.

Hypothesis testing is carried out based on the findings of the inner model, which comprises the r-square output, parameter coefficient, and t-statistic, according to Hair et al. (2017). To determine if a hypothesis may be accepted or rejected by looking at the significant value between the constructs, t-statistics, and p-values, among other things. SmartPLS (Partial Least Square) 3.0 software was used to conduct the hypothesis testing for this study. The t-statistic > 1.96 was utilized in this investigation, with a significance threshold of p-value 0.05 (5 percent) and a positive beta coefficient.

Hypothesis testing

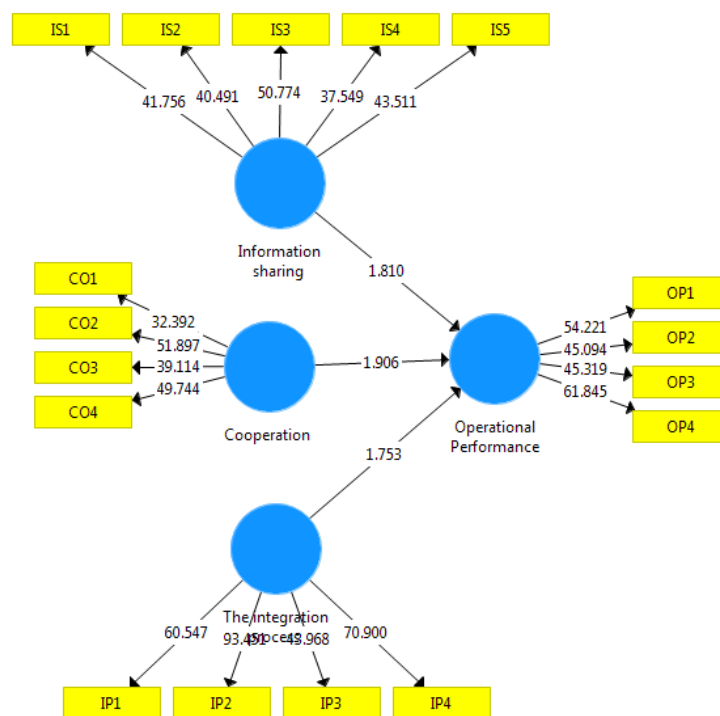


Figure 3. Hypotheses Testing

The results of hypothesis testing for all variables that have a direct effect are shown in the table 3 below

Table 3: Hypothesis Result of the Structural Model

Hypothesis	Original Sample (O)	T Statistics	P Values	Result
Information sharing -> Performance	0.133	2.702	0.000	Supported
The integration process Performance ->Performance	0.402	2.591	0.000	Supported
Cooperation -> Performance	0.339	2.627	0.000	Supported

Hypothesis 1

The first hypothesis (H1) states that information sharing has a positive effect on operational performance. Table 6 below shows that information sharing has a positive effect on operational performance. The effect of the construct of information sharing is positive (0.133) and significant at $0.000 < 0.050$

Then hypothesis 1 is accepted. So the higher the supply chain management information sharing, the higher the company's performance. Because of its significant influence, the supply chain management variable is important for SMEs to consider in improving their company's performance both financially and operationally. The results of this study are in accordance with the research According to Shou et al. (2018); Tseng et al. (2019); Zaid et al. (2018) which shows that supply chain management information sharing has a significant positive effect on company performance. So the conclusion is that the hypothesis is proven.

Hypothesis 2

The second hypothesis (H2) states that cooperation has a positive effect on operational performance. Table 8 below shows that cooperation has a positive effect on operational performance. The effect of the cooperative construct is positive (0.402) and significant at 0.000 ($0.000 < 0.050$). So hypothesis 3 is accepted. So the higher the competitive

advantage, the higher the company's performance. Because of its significant effect, the competitive advantage variable is important to be improved and maintained in order to dominate the market and improve the SMEs performance. SMEs need to pay attention to the quality and price of products or services to match customer perceptions and can achieve sales and profit targets so that company performance can increase. SMEs provide products to order and can change offerings according to the wishes of the client to improve the SMEs performance in order to be able to provide products or services according to customer perceptions. So that by increasing the competitive advantage the company can achieve the level of sales, profits, production and costs. So the higher the competitive advantage, the better the performance of SMEs. The results of this study are in accordance with previous research conducted by Basheer et al. (2019); Buer et al. (2021) which states that supply chain management

Hypothesis 3

Hypothesis four (H4) states that the integration process has a positive effect on operational performance. Table 9 below shows that the integration process has a positive effect on operational performance. The effect of the integration process construct is positive (0.330) and significant at $0.000 < 0.050$. Then

hypothesis 4 is accepted. The results show that the better SCM practices have a positive effect on increasing competitive advantage and improving company performance. In addition, competitive advantage has a direct effect on operational performance. According to Fanulene et al. (2022); Hong et al. (2019) explains that information sharing has no effect on performance, but Relationship has a positive effect on performance. According to Basheer et al. (2019); Buer et al. (2021) information flow has no effect on performance. According to Basheer et al. (2019); Buer et al. (2021); Dumitrascu et al. (2020); Fanulene et al. (2022); Hong et al. (2019) Supply Chain Management has a positive effect on company performance. With the increasing importance of implementing SCM in SMEs, we want to explore more deeply about Supply Chain Management that affects the improvement of operational performance. This is an era of digitalization and it is undeniable that the function of computers in the business and academic fields has a very important role. In the business field, computers play a role in improving the operational performance of the company.

According to Basheer et al. (2019); Buer et al. (2021); Dumitrascu et al. (2020); Fanulene et al. (2022); Hong et al. (2019) SMEs can achieve competitive advantage by performing optimal and good supply chain management. The company produces better performance than competitors because supply chain management is able to minimize the overall cost of meeting and serving consumer needs. Supply chain management is all parties involved, either directly or indirectly, in fulfilling consumer orders and requests. According to Saragih et al. (2020); According to Shou et al. (2018); Tseng et al. (2019); Zaid et al. (2018) All parties involved do not only consist of producers or suppliers, but also involve distributors, storage places, sellers

and consumers. The implementation of supply chain management is very necessary for SMEs to improve industrial competitiveness which has an impact on company performance. SMEs need to consider supply chain issues to ensure that supply chain management supports the company's strategy. The company's strategy is used in the development of the company's operations in order to compete and dominate the existing position in the market. The competitive advantage strategy in the company is expected to be able to maintain its competitive position in the face of competitors and can improve the company's performance in accordance with the target.

The implication of this research is that supply chain management has a bigger role in improving SMEs performance. This is because SMEs provide neutral prices or the same as competitors, the same quality and most SMEs introduce new products at the same time, so the influence through mediation is smaller than direct influence. SMEs prioritize the implementation of supply chain management in terms of establishing relationships with suppliers, prioritizing customer satisfaction, sharing information with suppliers who are able to improve their company's performance both in terms of market and operational performance.

4. CONCLUSION

The results of the SEM (Structural Equation Modeling) test using Partial Least Square, it can be concluded that information sharing has a positive effect on operational performance. Long-term relationship has a positive effect on operational performance. Cooperation has a positive effect on operational performance. The integration process has a positive effect on operational performance. SMEs need to carry out optimal supply chain management to improve their performance. The importance of raising this theme is that SME owners and

managers can survive in the face of increasingly fierce business competition, it is hoped that with improved supply chain management and competitive advantages applied in developing performance processes so that can improve survival in SMEs. Based on the results of the study, there are several suggestions. It is necessary to develop research by reviewing the many factors contained in operational performance, so that SMEs are expected to be able to create a competitive advantage. In data collection, the answers to the questionnaires chosen by the respondents must match those of the respondents know it is not advised or told by other respondents so that the respondent's answer is as expected. SMEs need to improve supply chain management in terms of sharing information about financial conditions with business partners so that business partners can help in the form of thoughts or physically until problems are resolved. SMEs need to improve company performance by always introducing new products. SMEs are advised to improve supply chain management guided by improving SMEs performance.

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