Mediation SC Performance - 1

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MEDIATION OF SUPPLY CHAIN PERFORMANCE IN THE RELATIONSHIP BETWEEN SUPPLIER FLEXIBILITY, SUPPLY AGILITY AND COMPANY PERFORMANCE

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ABSTRACT

This study aims to analyze the supply chain performance mediation on the relationship between supplier flexibility, supply agility, and company performance.The population in this study were 100 broilers in the districts / cities in Banten Province. The data to be used in this study are primary data, through sending questionnaires. Development of theoretical models with five hypotheses processed in the analysis using SmartPLS Software version 3.0.m3. The results showed thatsupplier flexibility has a positive and significant effect on company performance, supply agility positive and significant effect on company performance, supplier flexibility has a significant and positive effect on supply chain performance, supply agility positive and significant effect on supply chain performanceand supply chain performancehas a positive and significant effect as an intervening variable oncompany performance.
Keywords : supplier flexibility, supply agility, supply chain performance, and company performance

1. Introduction

In Indonesia the poultry business (purebred chicken) has become an industry that has complete components from the upstream to downstream sectors where the development of this business makes a real contribution to agricultural development and has strategic value, especially in fulfilling the needs of domestic animal protein and has a role in utilizing job opportunities. The poultry industry in Indonesia has been developing in accordance with the progress of global poultry, which is aimed at achieving an optimal level of business efficiency, however, efforts to develop the poultry industry are still facing global challenges including product competitiveness readiness especially if it is related to the weak performance of the supply of feed raw materials, which reaches 60-70% of the production cost because most of it is still very dependent on imports (Department of Agriculture, 2011). As stated by (Ahiale, Abunyuwah, & Yenibehit, 2019) that the efficiency of poultry farming is very important so that the quality of poultry products can compete in the free market, and efforts that must be made include substitution of feed ingredients, improving product quality, increasing livestock productivity.

The problem of food in terms of fulfilling nutrition is still a problem that has not been fully resolved, especially in rural areas, this will be obvious because of the low economic conditions. (Jappelli & Pistaferri, 2010). The main source of food can come from animal sources, besides that there are also from vegetable sources. Therefore, the availability of food in quantity, quantity, quality, time, place and affordable prices is required. The average consumption of animal protein in developed and developing countries is more than 20 kg

per capita per year. Singapore and Malaysia it self have an average consumption of 28 kg of meat and 36 kg per capita per year, far from Indonesia, where the consumption of meat is 5.566 kg per capita per year.(Rondhi, Aji, Khasan, Putri, & Yanuarti, 2020). One of the types of livestock which is the main source of meat production is broilers, where the maintenance and consumption has spread throughout Indonesia. Some of the advantages possessed by broilers as a consumption material have led to a high preference of the public for broiler meat (Benalywa, Ismail, Shamsudin, & Yusop, 2019).

There are two or more actors of socio-economic interaction in the broiler supply chain institutions that include things that are agreed upon, and are followed by the results of the analysis of the interactions that occur vertically. (Ronaldo, 2020). The vertical interactions within the institution include marketing, processing, product distribution, and actors in both conventional and modern markets. All actors involved in the supply chain process, either directly or indirectly, from producers to customers (Ahmad Shabudin Ariffin, 2014).

Banten, one of the provinces in Indonesia, is a place for broiler chicken development which is quite potential in fulfilling the need for animal protein and increasing people's income. The population of broilers in Banten based on 2019 BPS data reached 201,162,025 birds and 223 250.35 tons. The high demand is due to the increasing demand of the population due to the increasing population and public awareness of the importance of nutritional value, especially animal protein. For this reason, the development of broiler-based farming is needed at this time.

There are still differences in research results about supplier flexibility to company performance which is like done by (De Angelis, Howard, & Miemczyk, 2018), (Hong, Zhao, Zhang, & Yu, 2019), (Chu, Chang, & Huang, 2012), found that Supplier flexibility has a positive and significant effect on company performance.while in research (Gligor & Holcomb, 2012) It was argued that supplier flexibility had no effect directly on company performance. Likewise, there are still differences in research results about supply agility to company performance which is conducted by (Swafford, Ghosh, & Murthy, 2008), (Nagham, 2012), and (Degroote & Marx, 2013), Supply agility improve company performance significantly. Meanwhile, according to research results(Sabir & Irfan, 2014), and (Al Humdan, Shi, & Behnia, 2020), declares supply agility no positive effect

2. Literature Review

2.1 Supply Chain Performance

Supply chain performance are all activities related to the flow of goods transformation from the raw material stage to the end user, as well as the flow of information. (Mukhsin, 2020). The success of supply performance comes from the high value of trust and strong commitment between partners in supply performance (McKone-Sweet & Lee, 2009). Pujawan defines Supply chain performance as a performance measurement system with a measuring tool used to observe supply chain performance jointly between an organization and another (Yousuf, Haddad, & Felföldi, 2020). Definition of Supply chain performance refers to the results of the supply chain's ability to meet end consumer desires and convey consumer desires efficiently (Hong et al., 2019).

2.2 Supplier Flexibility

Supplier flexibility refers to a supplier's ability to manage production resources and uncertainty to increase flexibility in meeting buyer demands (Chu et al., 2012). Supplier flexibility has the meaning of responsive capabilities through the use of capabilities from suppliers (De Angelis et al., 2018). Jalight suppliers need to always be managed and improved, including managing the supply chain to maintain inventories in order to ensure the smooth operation of the process. Flexibility in the supply chain allows the company to achieve performance in several ways at once, for example speed or response and cost. This performance can be achieved, for example, through the use of new science and technology and reading market changes to create and deliver value to consumers (De Angelis et al., 2018).

2.3 Supply Agility

Supply agility is an operational strategy that focuses on driving speed and flexibility in the supply chain (Balaji, Velmurugan, & Subashree, 2015). Supply agility is the ability of a supply chain to respond to market changes to maintain competitiveness (Journal, Chain, Vol, Center, & Uk, 2017). Supply agility is the ability to respond to requests quickly. Supply agility is needed to be able to deal with changes in supply and demand, with that the company can remain competitive and have a shorter life cycle so that companies must continue to develop themselves and create new products and services (Dubey et al., 2018).

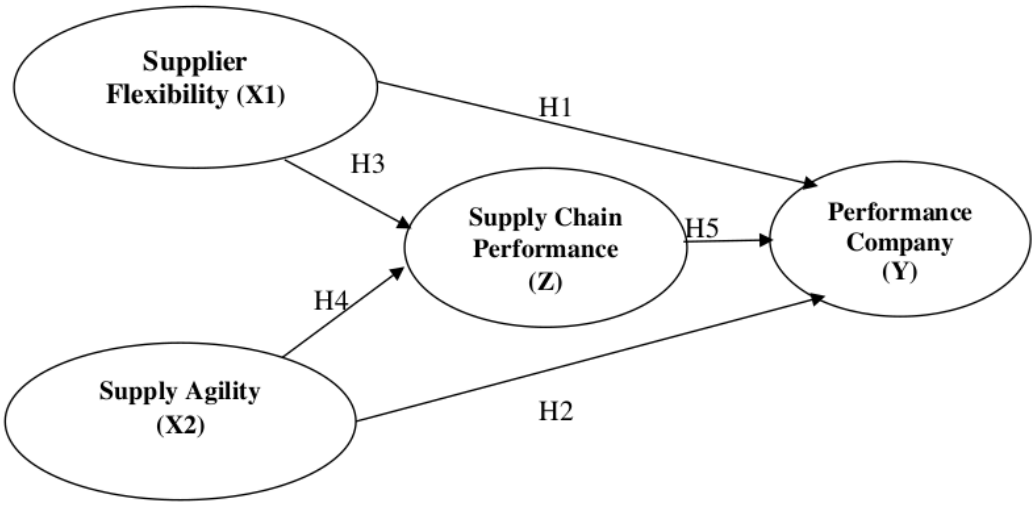
2.3 Company Performance

According to (Selvam, Gayathri, Vasanth, Lingaraja, & Marxiaoli, 2016), whether an organization is effective or not running its business can be shown from the company's performance. Could also said to be a key measure in determining the value of success, or possibility to survive in an organization. Company performance is something that the company produces in a certain period by referring to predetermined standards. Company performance refers to how much the company is oriented towards the market and profit goals (Palandeng, Kindangen, Tumbel, & Massie, 2018). Company performance is an indicator that states the extent to which a company does business, and is an important measurement used to estimate the success or likelihood of a company's survival (Yousuf et al., 2019).

2.4. Research Model

The research model that will be developed is as in the picture below:

Figure 1: Research Model



Source: Developed by Researchers

3. Methodology

This research aims to describe the relationship between variable supplier flexsibility, supply agility, company performance, and supply chain performance. Data collected for the study in this study were 100 broiler breeders in the districts / cities of Banten Province.

3.1 Variable measurement

Indicator supplier flexibility adopted and adapted from research (Palandeng et al., 2018) and (De Angelis et al., 2018), consists of four indicators, namely; coordination with multiple suppliers (Supflex1), total supplier capacity (Supflex2), ease of running a scheduling system (Supflex3), flexible quantity shipments (Supflex4). Supply agility indicators were adopted and adapted from research (Gligor & Holcomb, 2012), (Journal et al., 2017) & (Tan, Tan, Wang, & Sedera, 2017), consists of four indicators, namely; cycle time (SupAg1), lead time (SupAg2), customer service level (SupAg3), market responsiveness (SupAg4). Supply chain performance indicators were adopted and adapted from research (Panayides & Venus Lun, 2009), and (Mukhsin, 2020), consists of four indicators, namely; speed (SCP1), reliability (SCP2), cost (SC34), assets (SCP4). Company performance indicators were adopted and adapted from research (Shao, 2019), (Jandaghi, Jafari, & Salimi, 2015), (MH Muazu & Tasmin, 2019), and (Suryanto & Mukhsin, 2020) consists of six indicators, namely; percentage hsales revenue (CP1), production costs (CP2), company productivity (CP4), market share (CP4), product quality (CP5), 6. Consumer satisfaction (CP6).

Collecting data using the Structural Equation Model (SEM) approach with SmartPLS software. PLS is a variance-based structural equation model (SEM) and an alternative approach that shifts from a covariance-based to variance-based SEM approach. Covariance-

based SEM generally tests causality / theory while PLS is more of a predictive model, (UA Muazu, 2019).

4. Result and Discussion

4.1 Results

Discriminant Validity is performed to ensure that each concept of each latent variable is different from other variables. The model has a good discriminant validity if each loading value of each indicator of a latent variable has the largest loading value with another loading value against another latent variable.

Table 1: Discriminant Validity

Avarage Variance Extracted (AVE)					
Construct	Original Sample	Sample Mean	Standard Deviation	T Statistic	P Values
Supply Agility	0.489	0.500	0.041	11.916	0.000
Company Performance	0.704	0.706	0.045	15.543	0.000
Supplier Flexibility	0.697	0.697	0.049	14.286	0.000
Supply Chain Performance	0.601	0.602	0.052	11.629	0.000

Sources: Primary data is processed (2021)

4.1.2 Reliability Test

Data reliability testing in this study using SmartPLS software with Composite reliability test criteria. A data is said to be reliable if composite reliability is greater than 0.7.

Table 2: Composite Reliability

Composite Reliability					
Construct	Original Sample	Sample Mean	Sstandard Deviation	T Statistic	P Values
Supply Agility	0.868	0.682	0.061	11.342	0.000
Company Performance	0.904	0.904	0.020	46.201	0.000
Supplier Flexibility	0.873	0.871	0.027	32.419	0.000
Supply Chain Performance	0.819	0.817	0.033	24.872	0.000

Sources: Primary data is processed (2021)

From Table 2 can be seen internal consistency of independent variables (Supplier Felexibility, and Supply Nework Flexibility) with dependent variables (Supply Chain Performance) has good reliability.

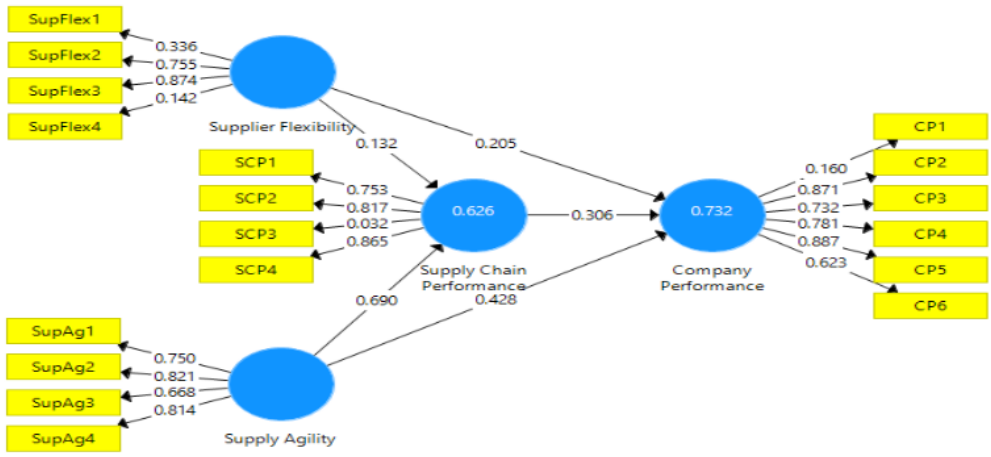
4.1.3 Data Analysis

Assess the Outer Model (Measurement Model)

Convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between the item score / component score estimated by the SmartPLS

software. Individual reflexive measures are said to be high if they correlate more than 0.7 with the construct (latent variable) being measured. However according to (Lin, 2017) For research in the early stages of development, a loading value measurement scale of 0.5 to 0.6 is considered sufficient.

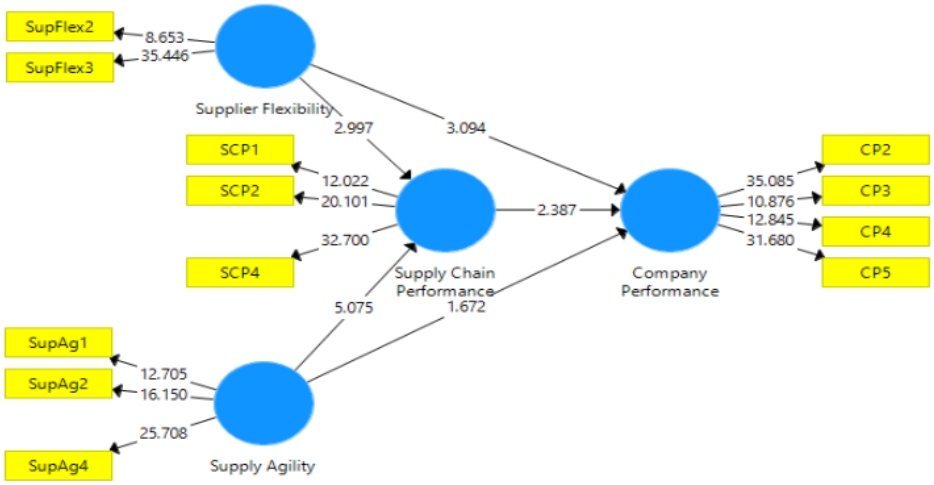
Figure 2 Measurement Output Model



Source: Primary data processed by SmartPLS (2021)

In the following, it can be seen that the overall correlation of each variable in Figure 2 is a picture that states the influence of exsogen variables (supplier flexibility, supply agility), intervening variables (supply chain performance) and endogenous variables (company performance).

Figure 3 Second Model Measurement Output



Source: Primary data processed by SmartPLS (2021)

4.1.4 Outer Model Variable Supplier flexsibility

Variable supplier flexibility described by 4 statement indicators consisting of SupFlex1 through SupFlex4 is shown in Figure 2. The indicator is considered reliable if it has a correlation value above 0.7. However, in the development stage the correlation 0.5 is still acceptable (Lin, 2017). The results of processing using Smart PLS can be seen in Figure 2, where the value of the outer loadings of the variable indicator supplier flexsibility there is a value less than 0.7, namely SupFlex1 and SupFlex4, As for the SupFlex2, the SupFlex3 is larger than the t-table with a significance level of =1.96 and n sample=100, so variable supplier flexsibility is eligible for model adequacy

4.1.5 Outer Model Variable Supply Agility

The supply agility variable is explained by 4 indicators consisting of SupAg1 to SupAg4 shown in Figure 2. The test for outer loading aims to see the correlation between the item score or indicator and the construct score. An indicator is considered reliable if it has a correlation value above 0.7. However, in the development stage the correlation 0.5 is still acceptable (Lin, 2017). The results of processing using SmartPLS can be seen in figure 2, where the outer loadings value of the indicator, there are 4 indicators of supply agility variables, there is one indicator, namely SupAg3, whose value is less than 0.7, while the three indicators SupAg1, SupAg2 and SupAg4 are larger than the t-table, variable supply agility indicates the adequacy of the model.

4.1.6 Outer Model Variable Supply Chain Performance

The supply chain performance variable is described by 4 indicators consisting of SCP1 to SCP4 shown in Figure 2. The test on outer loading aims to see the correlation between the item score or indicator and the construct score. An indicator is considered reliable if it has a correlation value above 0.7. However, in the development stage the correlation 0.5 is still acceptable (Lin, 2017). The results of processing using SmartPLS can be seen in Figure 2, where the outer loadings value of the indicator, there are 4 indicators of supply chain performance variables, there is one indicator, namely SCP3, which is less than 0.7, while the three indicators show the value of the outer model or the correlation with the overall variable has met Convergent validity. It can also be seen in Figure 2 that the t-statistical value of indicators SCP1, SCP2 and SCP4 is greater than the t-table (with sig = 1.96 and n samples = 100). Supply chain performance variable indicates discriminant validity

4.1.7 Outer Model Variable Company Performance

The company performance variable is explained by 6 statement indicators consisting of CP1 to CP6 shown in Figure 2. The test on outer loading aims to see the correlation between the item score or indicator with the construct score. An indicator is considered reliable if it has a correlation value above 0.7. However, in the development stage the correlation 0.5 is still acceptable (Lin, 2017)The results of processing using SmartPLS can be seen in Figure 2, where the outer loadings value of the indicator, there are 6 indicators of company performance variables, there are two indicators, namely CP1 and CP6 whose values are less

than 0.7, while the four indicators show the value of the outer model or the correlation with the overall variable has met Convergent validity. It can also be seen in Figure 2 that the t-statistic value of the CP2, CP3, CP4 and CP5 indicators is greater than the t-table (with sig = 1.96 and n samples = 100). Thus the Company Performance variable has qualified from the adequacy of the model.

4.1.8 Hypothesis testing through the Inner Model

Inner model according to (Lin, 2017) is a description of the relationship between latent variables based on the substantive theory. Inner model which is sometimes called the inner relation, structural model and substantive theory. The inner model test or structural model is carried out to see the relationship between the constructs, the significance value and the R-square of the research model. The inner model in this study is as follows:

Table 3 Result For Inner Weight

Path Coefficient

Construct	Original Sample	Sample Mean	Sstandard Deviation	T Statistic	P Values	Result
Supplier Flexibility → Company Performance	0.274	0.275	0.077	3.565	0.000	Accepted
Supplier Flexibility → Supply Chainy Performance	0.295	0.300	0.109	2.709	0.007	Accepted
Suply Agility → Company Performance	0.284	0.286	0.136	2.084	0.038	Accepted
Suply Agility → Company Performance	0.529	0.533	0.109	4.876	0.000	Accepted
Supply Chain Performance → Company Performance	0.368	0.371	0.135	2.724	0.007	Accepted

Sources: Primary data is processed (2021)

Based on Table 3, it can be seen that the relationship of supply agility with company performance is positive at the coefficient = 0.296 with t count = 1.992 and (Pvalue = 0.047) at t = 1.96. shows that supply agility has a positive and significant effect on company performance. The relationship between supply agility and supply chain performance is positive at coefficient = 0.569 with t count = 6.398 and (Pvalue; = 0.000) at t = 1.96. shows that supply agility has a positive and significant effect on supply chain management. Relationship between supplier flexibility and company performance is positive at coefficient = 0.290 with t count = 3.758 and (Pvalue = 0.000) at t = 1.96. shows that flexibility has a positive and significant effect on company performance. The relationship between supplier flexibility and supply chain management is positive at coefficient = 0.304 with t count = 3.336 and (Pvalue = 0.001) at t = 1.96. shows that supplier flexibility has a positive and significant effect on supply chain management. The relationship between supply chain management and company performance is positive at coefficient = 0.356 with t count = 2.488 and (Pvalue = 0.013) at t = 1.96. shows that supply chain management has a positive and significant impact on company performance. In assessing the model with PLS, it starts by looking at the R-Square for each dependent latent variable shown in Table 4.

Table 4 R-Square

R-Square Adjusted					
Construct	Original Sample	Sample Mean	Sstandard Deviation	T Statistic	P Values
Company Performance	0.654	0.683	0.064	10.163	0.000
Supply Chain Performance	0.553	0.578	0.075	7.338	0.000

Sources: Primary data is processed (2021)

Table 4 shows that the company's performance variable has an R-square value of 0.654 which means 64.5% variance supplier flexibility, supply agility, and supply chain performance are able to be explained by the company's performance variables while the rest is explained by other variables outside the research model. Variable supply chain performance has an R-square value of 0.553 which means 55.3% supplier flexibility, supply agility is able to be explained by the variable supply chain performance while the rest is explained by other variables outside the research model.

4.2 Discussion

4.2.1 Supplier Flexibility has a positive effect on company performance

The results of hypothesis testing on the direction of the influence of supplier flexibility on company performance are 0.274 as shown by the path coefficient. Judging from the t-statistic value of 3.565 is greater than the t-table of 1.96 and the probability value of 0.000 sig is smaller than the probability value of 0.05, means significant positive. This means that there is a positive and significant influence on the supplier flexibility variable on company performance. These results are in accordance with the results of the research conducted (Journal et al., 2017), conclude thatsupplier flexibility is needed the ability to help companies improve their performance, maintain resources and manage markets, flexibility in the supply chain can achieve company performance. Dynamic capabilities are developed to adapt to changing environmental conditions and maintain a reasonable level of performance (Journal et al., 2017). concluded that, supplying flexibility helps companies gain a competitive advantage by switching to one of the alternative configurations to help companies maintain their performance. Supplier flexibility as a dynamic capability that is able to maintain company performance, and supplier flexibility has a positive influence on the operational and relational performance of a company (Gligor & Holcomb, 2012).

4.2.2 Supply Agility positive effect oncompany performance

The results of hypothesis testing on the direction of the influence of supply agility on company performance are 0.284 as shown by the path coefficient. Judging from the t-statistic value of 2.084 is greater than the t-table of 1.96 and the probability value of 0.038 sig is smaller than the probability value of 0.05, means significant positive. This means that there is a positive and significant effect of the supply agility variable on company performance. These results are consistent with the results of the research conducted. These results are consistent with the results of the research (Swafford et al., 2008) supply agility has a positive influence on company performance. Organizations can achieve a higher level of agility in the

supply chain and ultimately have higher performance. According to (Hacı Şahin, Murat Çemberci, Mustafa Emre Civelek, & Nagehan Uca, 2017) Supply agility has a positive and significant effect on company performance. Research shows a direct relationship between supply agility and firm performance (Journal et al., 2017),(Gligor & Holcomb, 2012),(Yusuf et al., 2014).

4.2.3 Supplier Flexibility has a positive effect on Supply Chain Performance

The results of hypothesis testing on the direction of the influence of supplier flexibility on supply chain performance are: 0.295 as shown by the path coefficient. Judging from the t-statistic value of 2.709 is greater than the t-table of 1.96 and the probability value of sig 0.007 is smaller than the probability value of 0.05, means significant positive. This means that there is a positive and significant effect of the supplier flexibility variable on supply chain performance. These results are in accordance with the research results (De Angelis et al., 2018), supplier flexibility is one of the variables that affect supply chain performance in the face of a very fast changing environment. Flexible suppliers have the advantage of easy coordination in conveying ideas, product designs, and collaboration well and profitably. In research (Hong et al., 2019), flexibility suppliers play a very important role in this serious environmental uncertainty.The producer team with suppliers to build long-term, cooperative relationships to build a sustainable and competitive supply chain (Chu et al., 2012).

4.3.4 Supply Agility positive effect on Supply Chain Performance

The results of hypothesis testing on the direction of the influence of supply agility on company performance are 0.529 as shown by the path coefficient. Judging from the t-statistic value of 4.876 is greater than the t-table of 1.96 and the probability value of sig .000 is smaller than the probability value of 0.05, means significant positive. This means that there is a positive and significant effect of the supply agility variable on company performance. These results are in accordance with the results of the research conducted (Bel, 2006) stated that supply agility has a positive effect on supply chain performance directly with several factors that influence it.In research (Tan et al., 2017) there is a positive effect of supply agility on supply chain performance. Supply agility is a dynamic capability that stems from a firm's ability to reconfigure company-level and supply chain resources (Gligor & Holcomb, 2012).

4.3.5 Supply chain performance positive effect on company performance

The results of hypothesis testing on the direction of the influence of supply chain performance on company performance are 0.368 as indicated by the path coefficient. Judging from the t-statistic value of 2,724 is greater than the t-table of 1.96 and the probability value of sig (0.007 is smaller than the probability value of 0.05, means significant positive. This means that there is a positive and significant influence of the supply chain performance variable on company performance. These results are in accordance with the results of the research conducted (Shufang et al., 2016) testing the effect of supply chain performance on company performance, in this study supply chain performance ber has a significant effect

oncompany performance. according to (Mayaka, 2011) and (Mensah, Diyuoh, & Oppong, 2014), supply chain performance ber has a significant effect oncompany performance.

4.3.6 Influence Analysis

To see if the supply chain performance gives the influence of mediation to the company performance then the analysis of influence / mediation is carried out. Indirect effect testing can be seen in the following table:

Table 5 Direct, Indirect Effects

Indirect Effects

Construct	Original Sample	Sample Mean	Sstandard Deviation	T Statistic	P Values
Supply Agility → Company Performance	0.109	0.111	0.059	1.831	0.068
Supplier flexibilty → Company Performance	0.195	0.197	0.085	2.299	0.022

Sources: Primary data is processed in 2021

Table 5 above, shows that, supplier flexibility to company performance through supply chain performance has a coefficient of 0.109 which means supply chain performance can support supplier flexibility relationship to company performance by 10.09%. The t-statistic (2.299) < t table (1.960) and Pvalues (0.022) > sig. (0.05) shows that supply chain performance is proven to be intervening between supplier flexibility to company performance. Supply agility to company performance through supply chain performance has coefficient 0.195 which means supply chain performance can support supply agility relationship to company performance by 19.5%. The t-statistic (1.831) > t table (1.74) and Pvalues (0.068) < sig. (0.10) this shows that supply chain performance proved able to be intervening between supply agility to company performance.

5. Conclussion

The better supplier flexibility among supply chain members can lead to better company performance and supplier flexibility the good can lead to the better supply chain performance, Variable flexibility supplier also has a significant effect on company performance through supply chain performance. Variable indirect effects flexibility supplier through supply chain performance outweighs the direct effect of increasing company performance.The higher the supply agility among the members of the supply chain can encourage the better company performance and supply agility the good can lead to the better supply chain performance. Variable supply agility also has a significant effect on company performance through supply chain performance. Variable indirect effects supply agility through supply chain performance outweighs the direct effect of increasing company performance.

6. Implication and limitation of research

The results of this study may have implications for the role of management which is very important to maintain flexibility supplier, supply agility and supply chain performance in company performance. Enhancement supply chain performance will be characterized by the

more flexible, faster and more reliable the company in meeting customer demands. The results of this study can not always be applied to the condition of businesses outside this object, because this study is based on data on broiler chicken businesses in Banten Province. In this study, the authors only revealed two exogenous variables namely supplier flexibility, and supply agility to supply chain performance as intervening variables and company performance as endogenous variables, may be more clear and accurate when added other variables.

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