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The influence of supply chain management dimensions on the performance of electric cable companies in Jakarta

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ABSTRACT

A good and effective company supply chain determined around 60% of the company's sustainability. In detail, strategic supplier partnerships, customer relationships, information sharing, and information quality positively affect company performance. To investigate this notion, the authors conducted the study in an electric cable company in Jakarta among stakeholders who had lived in Jakarta for the past six months chosen by the census. The results show that strategic supplier partnership, information sharing, and information quality affect company performance. The most influential variable on the company's performance is information sharing. Customer relationship shows a positive but not significant effect on company performance. The research found that strategic supplier partnerships, customer relationships, information sharing, and information quality can explain the variance in company performance of 63.2%.

INTRODUCTION

In the face of a rapidly developing world of competition, the need to make companies and supply chains more flexible and responsive has become very important (James Moore, 1996). Increasing global business competition and efforts to shorten product life cycles are the two main factors driving business actors to shift their focus from competitive competition to building relationships and cooperation, mutually beneficial in improving business performance (Lambert & Cooper, 2000; Wisner & Tan, 2000). A good and effective company supply chain supports 60% of the company's sustainability percentage of 60%.

Previous research revealed that supply chain dimensions impact company performance, Ariani (2013) stated that it is necessary to apply supply chain management dimensions to improve company performance. Information sharing, long-term relationships, cooperation, and process integration are the dimensions of supply chain management. Companies must pay attention again to information sharing as a basis for implementing supply chain management, long-term relationships that can provide competitive advantages to companies that implement them, cooperation in carrying out optimal supply chain management, and process integration as a combination of all existing activities along the company's supply chain management. Thus, if all of this is applied to the company, productivity and profits can increase.

According to Tan et al. (1998), customer relationship management is an important component of SCM. The growth of mass customization and personalized services has led to an era in which customer relationship management has become critical to the survival of companies. Close customer relationships enable an organization to differentiate its products from competitors, maintain customer loyalty, and dramatically expand the value it provides to its customers (Magretta, 1998).

Monezka (2009) stated that timely information sharing provides an initial signal for exchanging quality information between customers and suppliers to improve supply chain performance. Timely information sharing provides an early signal to take corrective actions and prevent disruptions in the upstream supply chain (Li et al., 2006). Monczka et al. (2009) emphasized that the quality of information must include elements of accuracy, timeliness, adequacy, and credibility of the information exchanged.

Similar attributes are used in the study of Li and Lin (2006), Li et al. (2006), and Forslund and Jonsson (2007) to measure the quality of information. Moberg et al. (2002) measure the quality of the information regarding timeliness, accuracy, completeness, adequacy, and credibility. Supplier uncertainty and inter-organizational relationships are important factors in determining information quality and differentiating between organizations with high and low levels of information quality (Moberg et al., 2002). Companies must build good relationships with their supply chain partners and select the right suppliers to ensure quality information. Supplier uncertainty, trust in supply chain partners, and a shared vision among supply chain partners are fundamental in influencing information quality (Li and Lin, 2006).

Inaccurate and mismanaged information can affect the movement of physical goods in the supply chain. This situation might lead to customer dissatisfaction because

it affects a company's ability to respond effectively to customer demands (Singh et al., 1996). Poor information quality affects the performance of an efficient and responsive supply chain (Rossin, 2007). Supply chain management practices were adapted from the six practices identified by Li et al. (2006): supplier strategic partnership management, customer relations, information sharing, information quality, internal lean practices, and delays. However, companies that provide quality information tend to have a higher market share (Miller, 2005). In addition, a company's competitive advantage and organizational performance can be enhanced by higher information quality (e.g., Li et al., 2006).

The research on the impact of the dimensions of supply chain management on company performance was useful in providing visibility, ordering accurately, managing by exception, avoiding shortages of components, and executing "what if" scenarios to prepare for unexpected changes and disruptions.

In previous research, different methods were found to be superior to those of other similar companies. One way to be superior is to use better customer relationships to serve all customer needs according to their wishes. Customers are company assets, so that they will meet consumer needs on time, and product quality is guaranteed, increasing customer satisfaction.

However, the global economy has entered a new phase of slow globalization, in which integration and trade flows continue to grow slower. Trade tensions continue to create challenges for global supply chains, and companies are faced with problems to tread more prudently, increase supply chain agility by responding to demand and supply disruptions quickly and in a planned manner, and transform business and company performance to meet market demands in the era of digitization.

Therefore, the researcher sees that by developing the dimensions of the supply chain–Strategic Supplier Partnerships, Customer Relationships, Information Sharing, and Information Quality–and managing the relationships between suppliers, customers, and companies, the company will meet consumer needs on time, and product quality is guaranteed. Quality, increasing customer satisfaction, understanding market expectations and opportunities, implementing strategic policies throughout the supply chain, achieving effective and efficient supply chain management, and positively affecting company performance.

Based on the above explanation, this study aims to determine the effect of strategic supplier partnerships on company performance, the effect of customer relationships on company performance, the effect of information sharing on company performance, and the effect of information quality on company performance with the support of a transparent and connected supply network, as well as products being in the right place at the right time.

LITERATURE REVIEW

Company performance

Company performance is a picture or condition of the company that results from management activities, reflecting work performance or results obtained within a certain

period or period, the company's ability to achieve its goals by utilizing resources efficiently and effectively. Performance is an achievement in carrying out the tasks of an organization by providing products that customers want by reducing production and maintenance costs, improving product quality, reducing delivery costs, and on-time delivery, according to Rachbini (2019). Performance measures reflect the company's performance in achieving its goals, mission, and values. Company performance (FP) in this study is measured using financial performance indicators such as profit, income, and return on investment (Beamon, 1998; Chen and Paulraj, 2004; Gawankar et al., 2016). Company Dimensions and Performance Indicators (KP):

Table 1
Company Performance Table

Concept	Dimensions	Indicator
Company performance	Financial performance	1. profit (profit) 2. Sale
	Operational Performance	1. Productivity 2. Product

Supply Chain

Oliver and Weber first proposed the supply chain term management in 1982. Supply chain practices are a set of activities used to drive supply chain effectiveness (Li et al., 2006). Li et al. (2006) identified strategic supplier partnerships, customer relationships, and information sharing as key SCM practices. This study adopts the same practices (i.e., strategic supplier partnerships, customer relations, and information sharing) as sub-constructions for constructing SCM practices. Li et al. (2005) developed valid and reliable instruments to measure SCM practices. The same instrument has been adopted in this study.

The same view was also expressed by Gandhi et al. (2017) that supply chain management practices are positively related to supply chain performance and company performance. Customer and supplier relationship management are the most important components of supply chain management practices, which have the maximum impact on company performance in the context of regulated retail in India. Supply chain management is the process of planning, designing, and controlling the flow of information and materials along the supply chain to fulfil consumer desires efficiently now and in the future (Cleveland et al., 1989). The operationalization of this variable is displayed in Table 2.

Table 2

Table of Supply Chain (SCM

Concept	Dimensions	Variables
Supply Chain (SCM)	Strategic Supplier Partnerships	1. Reliability 2. Product quality & life-time 3. Best price 4. Long term hub (Branding, loyalty, trust, communication, ethic) 5. Quality Certificate
	Customer Relations	1. Evaluation 2. responsiveness 3. Feedback 4. Facility
	Information Sharing	1. Quick response 2. Solution 3. Process 4. Change 5. Performance
	Information Quality	1. On time 2. Accurate 3. Adequate & complete 4. credibility

Several dimensions that can be used in the implementation of supply chain management, according to Li et al. (2006) are as follows:

1. Strategic Supplier Partnerships (SSP)

A strategic supplier partnership is a long-term relationship between a company and its suppliers. This relationship aims to improve supplier companies' strategy and operational capabilities in participating in companies that aim to achieve the expected goals (Stuart, 1997; Balsmeier and Voisin, 1996; Monczka et al., 1998; Sheridan, 1998, Noble, 1997). This strategy focuses more on joint planning (mutual planning) and joint problem-solving efforts between companies and suppliers (Gunasekaran et al., 2001). Implementing a strategy in which partners with suppliers allows companies to work

effectively with several suppliers willing to share responsibility for creating and succeeding in a product.

2. Customer Relations (CR)

Customer relationships are a collection of practices to manage customer complaints, build good long-term relationships with customers, and increase customer satisfaction (Claycomb et al. 1999, Tan et al. 1998). Noble et al. stated that the relationship with the customer (customer relationship) is an important component in implementing supply chain management. Having customers willing to commit to building relationships is an advantage for the company. Good customer relations allow a company to differentiate its products from its competitors, increase customer loyalty, and create value for customers.

3. Information Sharing (IS)

Information-sharing activities support all supply chain management activities to reduce costs and increase customer satisfaction (Spekman et al. in Shidharan and Simatupang, 2009). Information sharing is also required for implementing, planning, and monitoring the process of all supply chain management activities and practices. The frequency of updating information among supply chain members indicates the effectiveness of supply chain management (Cooper et al., 1997). The more information provided, the more efficient and effective communication is built in the supply chain (Li & Lin, 2006).

Efforts to share information and make information accessible to various parties in the supply chain enable decisions to be made more quickly and accurately, ultimately providing a competitive advantage for companies (Moberg et al., 2002). According to Stein and Swet (1998), business partners in the supply chain management series, who exchange information regularly, can work as one unit; together, they can better understand the needs of end customers, and the company can respond to market changes more quickly. Openly sharing inventory levels, forecasting, sales and promotion strategies, and marketing strategies can reduce uncertainty among supply partners and improve their performance (Lewis & Talalayevsky, 1997).

4. Information Quality (IQ)

Information quality includes accuracy, timeliness, adequacy, and credibility of the exchanged information (Monczka et al., 1998). The literature shows a dysfunctional effect of inaccurate or delayed information, even though information exists throughout the supply chain (Lee et al., 2004). Companies often deliberately distort information that has the potential to reach not only their competitors but also their suppliers and customers (Mason-Jones & Towill, 1997). Companies are reluctant to provide more than minimal information (Berry et al., 1994) because disclosing information is seen as a loss of power. Therefore, it is important to ensure the accuracy of information. The quality of the shared information is an important and strategic asset, and the information shared must be as accurate as possible to obtain the best solution. While information sharing is important, its impact on SCM depends on what information is shared, when

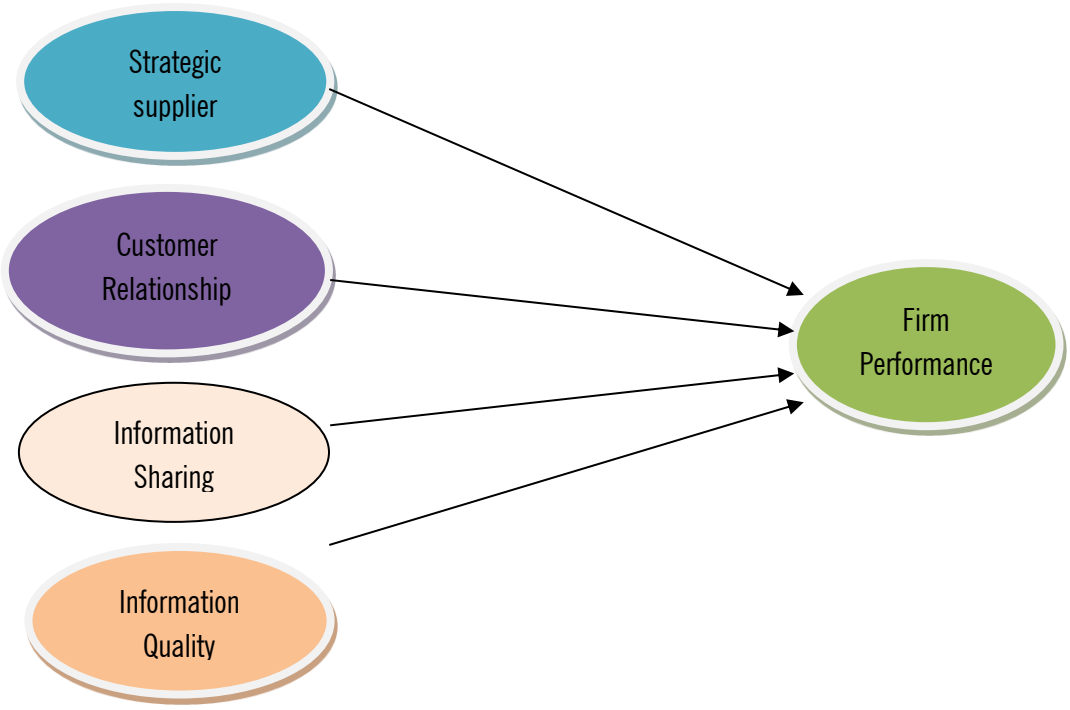
and how it is shared, and with whom it is shared (Chizzo, 1998; Holmberg, 2000). Jarrell (1998) notes that sharing information across a supply chain can create flexibility, but this requires accurate and timely information.

Framework

Based on the research background and problem formulation described in the previous section, the following section explains the research framework for the dimensions of supply chain management on the performance of electrical cable companies in Jakarta (Figure 2.1).

Figure 2.1

The conceptual framework



The Influence of Strategic Supplier Partnerships on Company Performance

A strategic supplier partnership is defined as a long-term relationship between an organization and its suppliers that has positively influenced company performance. Supplier partnerships are highly interrelated and play a key role in best practices and performance in organizations (Narasimhan & Das, 2001; Simpson & Power, 2005).

Supplier-buyer strategic partnership (SBSP) is widely considered an effective source of competitive advantage for companies operating in a turbulent business environment (Kamble et al., 2012). It is designed to enhance individual participating organizations' strategic and operational capabilities to help them achieve significant

sustainable benefits (Stuart, 1997; Balsmeier and Voisin, 1996; Monczka et al., 1998; Sheridan, 1998; Noble, 1997). Strategic partnerships emphasize direct, long-term associations and encourage joint planning and problem-solving efforts (Gunasekaran et al., 2001), which are undertaken to promote mutual benefits among parties and continue participation in one or more key strategic areas, such as technology, products, and markets (Yoshino and Rangan, 1995).

Strategic supplier partnerships allow organizations to work more effectively with a few key suppliers willing to share responsibility for product success. Suppliers participating early in the product design process can offer more cost-effective design options, select the best components and technologies, and assist in design assessment (Tan et al., 2002). Rakhman et al. (2016) stated that the conceptual integration of the structural relationships of supply chain integration, supply chain flexibility, and the practice of supply chain management could improve competitive advantage and company performance when considering the conditions of environmental uncertainty. It included strategic supplier partnerships, as one dimension of supply chain management, as a positive influence on company performance.

The influence of customer relations on company performance

Customer Relations have been proven to influence company performance positively. Customer relations comprise the entire set of practices used to manage customer complaints, build long-term customer relationships, and enhance customer satisfaction (Aggarwal, 1997; Claycomb et al., 1999; Tan et al., 1998). Tan et al. (1998) consider customer relationship management an important component of SCM practice. Close customer relationships enable an organization to differentiate its products from competitors, maintain customer loyalty, and dramatically expand the value it provides to its customers (Magretta, 1998).

The Effect of Information Sharing on Company Performance

Information-sharing has been proven to have a positive influence on company performance. Fynes and Voss (2002) considered communication beneficial (timely), significant, informal, and formal information-sharing between contractors and suppliers. IS has become an important feature among organizations as value-creation factors shift from physical and financial assets to intangible assets (Koçoğlu et al., 2011).

Larson and Kulchitsky (2008) state that IS is central to SCM. The information shared can vary from strategic to tactical and from information about logistics activities to general market and customer information (Mentzer et al., 2000). IS among supply chain partners creates information flow within SCM, which allows supply chain partners to make effective decisions (Leng & Zailani, 2012). The conditions of technology, suppliers, and demand are not stable. The company in producing goods tends to further improve the performance of the practice of supply chain management

through production quantities that are effective and efficient, the level of sharing of information, quality of information sharing, internal practice slender, logistics integration, customer relationship strategy, strategic supplier partnerships, and a delay following the wishes of the customer (Rakhman et al., 2016).

The influence of information quality on company performance

Information quality has been shown to influence company performance positively. A study by Hsu et al. (2011) shows that inter-organizational IS quality positively impacts integrated supply chain performance and that IS quality must be multidimensional in terms of accuracy, timeliness, adequacy, and credibility of the information exchange.

While Information Sharing is important, its impact on SCM depends on what information is shared, when and how it is shared, and with whom it is shared (Chizzo, 1998; Holmberg, 2000). To improve inter-organizational coordination and product quality, companies often need their supply chain partners to share valuable information (Bafoutsou & Mentzas, 2002; Li & Lin, 2006; Pereira, 2009). The more information shared with a company, the greater its competitive advantage. Thus, if high-quality IS characterizes inter-organizational relationships, the overall competitive advantage of the supply chain will be enhanced (Holland, 2002, 1995; Choy et al., 2011).

From the conceptual framework model and based on the literature review of several previous researchers, the model is translated into the following hypotheses, which will be analyzed in this study:

H1 = There is a positive effect of the Strategic Supplier Partnership on Company Performance

H2 = There is a positive influence of customer relationships on company performance

H3 = There is a positive effect of information sharing on company performance

H4 = There is a positive effect of Information quality on Company Performance

METHODS

This research aims to examine the influence of supply chain management dimensions on the performance of electric cable companies in Jakarta. The subjects of this study were stakeholders/respondents who had lived in Jakarta for the past six months.

The questionnaire survey followed the research design of Cooper and Schindler (2014). Data were collected using a questionnaire. The research was conducted to study the causality relationship in knowing the strength of the relationship between the independent variables (factors that will influence: Strategic Supplier Partnership, Customer Relationship, Information Sharing, and Information Quality) and the dependent variable that will be affected, namely, the performance of electric cable companies. The questionnaire was the main instrument used in this research. The questionnaire consisted of questions about the demographics of company owners and

companies and statements about supply chain practices and company performance. All items in the independent variable were measured using a 5-point Likert scale [1 = strongly disagree; 5 = strongly agree]. Items in the dependent variable were measured using a 5-point Likert scale [1 = very bad; 5 = very good]. In addition, the companies under study have been operating for at least one year. This prerequisite is determined by considering that the company has carried out supply chain activities. The company is represented by the owner or management party who knows the company, especially about supply chain practices. Questionnaires were distributed between July and December 2022 with 30 respondents (saturated sample). A total of 30 questionnaires were returned and processed (100% development level).

The validity of each PLS 7.0 Warp processing indicator consists of convergent validity and discriminant validity:

I. Convergent validity is determined using the loading factor parameter and the Average Variance Extracted (AVE) value with two criteria to assess whether the outer model (measurement model) meets the convergent validity requirements for reflective constructs:

(1) loading must be above 0.7

(2) significant p-value (<0.05)

The loading indicator is greater than 0.7, and convergent validity is the correlation between the indicator and the construct scores. The PLS-SEM model meets convergent validity, which is valid if the outer loading is > 0.4 and the AVE value is > 0.5 (Mahfud and Ratmono, 2013).

II. Discriminant validity is determined by looking at the cross-loading of each variable and is categorized as having discriminant validity if it has a cross-loading value of 0.7 (Mahfud Ratmono, 2013):

1) The square root of the Average Variance Expected (AVE) is greater than the correlation between constructs.

2) Loading indicators to the construct measured were greater than loading to other constructs (low cross-loading).

For discriminant validity, the cross-loading value was used. An indicator is said to be discriminant if the cross-loading value of the indicator on the variable is the largest compared with the other variables. Discriminant validity is a cross-loading value > 0.7 (Mahfud and Ratmono, 2013).

Multi-group or multisample analysis is used to compare data analysis based on the characteristics of samples containing two or more datasets. This approach was made by comparing each path coefficient per sample and comparing the t-statistics (p-value) to test the hypothesis. Before carrying out a multi-group analysis, it must be ensured that the variable indicators are valid indicators of the latent variables (Ghozali & Latan, 2015).

Data analysis in this study used the SEM-PLS method. Structural analysis was performed using WarpPLS 7.0. In general, partial least squares (PLS) are suitable for predicting applications and building theory, analyzing small samples, and testing the

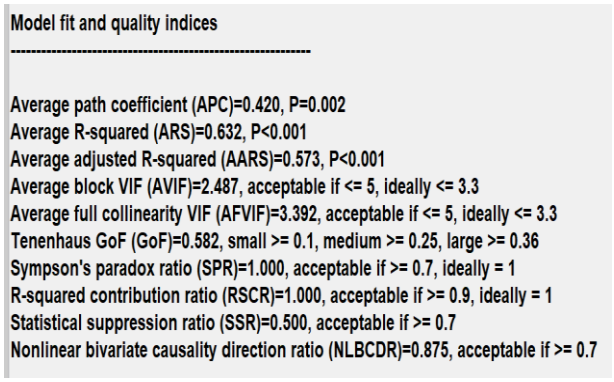
overall goodness of fit (Mahfud and Ratmono, 2013). The hypotheses were tested using a t-test. With provisions for decision-making in the form of Solimun et al. (2017):

1. If the p-value ≤ 0.10 (α 10%), then it is said to have a weak significant effect
2. If the p-value ≤ 0.05 (α 5%), it is said to have a significant effect
3. If the p-value ≤ 0.01 (α 1%), it is said to have a highly significant effect

RESULT

In conducting the analysis using WarpPLS, there are ten requirements/criteria that must be met by a model to be said to be good for examining the variable in question. The goodness-of-fit test was performed for the inner model. The goodness-of-fit and quality index test results for the companies used as the research samples are presented below (Table 3). For each measuring instrument, there is a respective rule of thumb (Table 4)

Table 2
Model Fit Indices


Model fit and quality indices

Average path coefficient (APC)=0.420, P=0.002
Average R-squared (ARS)=0.632, P<0.001
Average adjusted R-squared (AARS)=0.573, P<0.001
Average block VIF (AVIF)=2.487, acceptable if <= 5, ideally <= 3.3
Average full collinearity VIF (AFVIF)=3.392, acceptable if <= 5, ideally <= 3.3
Tenenhaus GoF (GoF)=0.582, small >= 0.1, medium >= 0.25, large >= 0.36
Sympson's paradox ratio (SPR)=1.000, acceptable if >= 0.7, ideally = 1
R-squared contribution ratio (RSCR)=1.000, acceptable if >= 0.9, ideally = 1
Statistical suppression ratio (SSR)=0.500, acceptable if >= 0.7
Nonlinear bivariate causality direction ratio (NLBCDR)=0.875, acceptable if >= 0.7

Table 4
Model Fit Criteria

No.	Model Fit & Quality Indices	Fit Criteria
1.	*Average path coefficient* (APC)	p < 0.05
2.	*Average R-squared* (ARS)	p < 0.05
3.	*Average adjusted R-squared* (AARS)	p < 0.05
4.	*Average block* VIF (AVIF)	Acceptable if ≤ 5, ideally ≤ 3.3
5.	*Average full collinearity* VIF (AFVIF)	Acceptable if ≤ 5, ideally ≤ 3.3
6.	*Tenenhaus* GoF (GoF)	Small ≥ 0.1 Medium ≥ 0.25 Large ≥ 0.36
7.	*Sympson's paradox ratio* (SPR)	Acceptable if ≥ 0.7, ideally = 1
8.	*R-squared contribution* ratio (RSCR)	Acceptable if ≥ 0.9, ideally = 1
9.	*Statistical suppression ratio* (SSR)	Acceptable if ≥ 0.7
10.	*Nonlinear bivariate causality direction ratio* (NLBCDR)	Acceptable if ≥ 0.7

Source: Solimun (2017)

By comparing the rule of thumb and the results of data processing, it can be stated that this research model is appropriate and is a good model because the overall research results have a sufficient p-value, which is below 5%, meaning that it has passed the fit or goodness-of-fit are ARS, AVIF, and APC.

Table 5
Structural Model Evaluation

Tabel Item	result	P value (Nilai output)	Kriteria FIT	Keterangan
Average path coefficient (APC)	0.420	0.002	Acceptable if p < 0.05	FIT
Average R-squared (ARS)	0.632	< 0.001	Acceptable if p < 0.05	FIT
Average adjusted R-squared (AARS)	0.573	< 0.001	Acceptable if p < 0.05	FIT
Average block VIF (AVIF)	2.487		Acceptable if ≤ 5, Ideally ≤ 3.3	Ideal
Average full collinearity VIF (AFVIF)	3.392		Acceptable if ≤ 5, Ideally ≤ 3.3	Acceptable
Tenenhaus GoF (GoF)	0.582		Small ≥ 0.1, medium ≥ 0.25, large ≥ 0.36.	Large
Sympson's paradox ratio (SPR)	1.000		Acceptable if ≥ 0.7, Ideally =1	Ideally
R-squared contribution ratio (RSCR)	1.000		Acceptable if ≥ 0.9, Ideally =1	Ideally
Statistical suppression ratio (SSR)	0.500		Acceptable if ≥ 0.7	Not acceptable
Nonlinear bivariate causality direction ratio (NLBCDR)	0.875		Acceptable if ≥ 0.7	Acceptable

It is a test to simultaneously observe the independent variable on the dependent variable using the 5% significance level (alpha/α) method. Based on the results of the Overall Fit calculation from the SEM analysis using WarpPLS version 7.0, it can be seen that APC, ARS, AARS, AVIF, and NLBCDR meet the model fit assessment criteria. Therefore, it can be concluded that the developed model was acceptable.

Hypothesis Testing Results

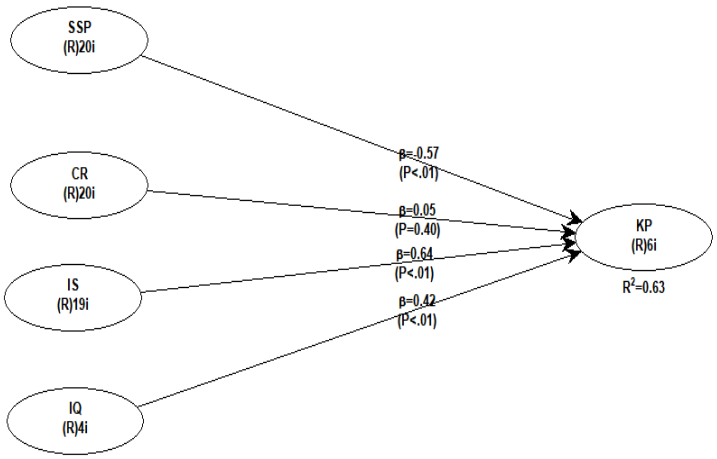
In this study, the significance level was < 5%. The results of the hypotheses are as follows.

1. The results of the first hypothesis indicate that the Strategic Supplier Partnership (SSP) variable has a positive and significant direct effect on

company performance variables. This decision is based on the value of P < 0.01 with a path coefficient (β) of 0.57.

Figure 2

Structural Model



Source: WarpPLS 7.0 output

2. The results of the second hypothesis indicate that the customer relationship (nCR) positively influences companies and has an insignificant direct effect on company performance variables (p-value=0.40 > 0.01, β=0.05).
3. The test results and facts in the field show that the customer relationship between doing and not doing has no difference (not significant) in the company's performance growth. In the current economy, customer relationships are part of a company's commitment and are included in strategic core business policies to achieve the company's long-term objectives.
4. The results of the third hypothesis indicate that the Information sharing (IS) variable has a positive and significant direct effect on company performance variables. This can be seen from the value of P <0.01 with a path coefficient (β) of 0.64.

The results of the fourth hypothesis indicate that the information quality (IQ) variable has a positive and significant direct effect on company performance variables (value of P <0.01, β) = 0.42).

The latent variable coefficients (Table 6) inform us that:

1. The endogenous construct/firm performance criterion's R-squared (coefficient of determination) of the endogenous construct/firm performance criterion is 0.632, indicating that the performance variance can be explained by 63.2% by the exogenous variance/predictor of SSP, CR, IS, and IQ. A higher R-squared value indicated a good model.

Table 6
Latent variable coefficients (composite reliability and Cronbach's alpha)

	SSP	CR	IS	IQ	KP
R-squared					0.632
Adj. R-squared					0.573
Composite reliab.	0.944	0.944	0.931	0.956	0.536
Cronbach's alpha	0.936	0.936	0.920	0.938	0.135
Avg. var. extrac.	0.471	0.469	0.426	0.845	0.463
Full collin. VIF	2.836	4.360	6.202	2.245	1.315
Q-squared					0.360
Min	-3.099	-3.543	-2.872	-3.156	-2.469
Max	1.599	1.940	2.085	1.480	1.803
Median	-0.196	-0.031	0.153	-0.065	0.120
Mode	-0.476	0.097	0.219	-0.065	0.939
Skewness	-0.717	-1.109	-0.788	-0.824	-0.498
Exc. kurtosis	1.389	3.868	1.492	2.065	-0.041
Unimodal-RS	Yes	Yes	Yes	Yes	Yes
Unimodal-KMV	Yes	Yes	Yes	Yes	Yes
Normal-JB	Yes	No	Yes	No	Yes
Normal-RJB	Yes	No	No	No	Yes
Histogram	View	View	View	View	View

2. The q-squared value is greater than zero. The model estimation results show good predictive validity (i.e., 0.632 and 0.360) because the value is above zero.
3. The output also presents two measures of the reliability of the research instrument, namely composite reliability and Cronbach's alpha. Both must be valued above 0.70 as a condition of reliability (Fornell & Lacker, 1981; Nunnaly, 1978). The above output shows that the instrument's reliability was met because it was above 0.70.
4. Full collinearity VIF results from full collinearity testing, which includes vertical and lateral multicollinearity. Vertical or classical collinearity is between the predictor variables in the same block. The criterion for the full collinearity test is that the value must be lower than 3.3 (Kock, 2013) so that the model is free from vertical, lateral, and common method bias collinearity problems.

DISCUSSION

The Influence of Strategic Supplier Partnerships on Company Performance

The results of the first hypothesis indicate that the Strategic Supplier Partnership (SSP) variable has a positive and significant direct effect on company performance variables. This result can be seen from the value of P <0.01 with a path coefficient (β) of 0.57. SSP negatively affects company performance (latent variable coefficient value of-0.570) but is significant with a p-value <0.001. Thus, it can be concluded that it has a significant influence.

A strategic supplier partnership is a long-term relationship between a company and its suppliers. This partnership is purposed to improve the strategy and operational capabilities of supplier companies in participating in companies that aim to achieve the expected goals (Stuart, 1997; Balsmeier and Voisin, 1996; Monczka et al. 1998; Sheridan, 1998, Noble, 1997). This strategy focuses more on joint planning (mutual planning) and joint problem-solving efforts between companies and suppliers (Gunasekaran et al., 2001). By implementing a strategy that partners with suppliers, it allows companies to work effectively with several suppliers who want to share responsibility for creating and making a product successful (Li, S., Ragu-Nathan, B., Ragu-Nathan, TS & Subba Rao, S. (2006)).

A company's performance is influenced by its internal and external stakeholders. In the Strategic Supplier Partnership Variable, strategic suppliers have a positive influence on the performance of electric/metal cable companies. Due to the mutual benefits from suppliers to companies, such as material/product quality assurance, guarantees, and full service starting from pre-orders until materials are delivered on time to the company, including technical support and after-sales support, fulfilment of satisfaction occurs and can create repeat orders. Achieving product quality, increasing relationships, and interacting together in creating strategies to improve the performance of both companies' parties' performance and achieve market targets. The strategy is ensuring maximum product quality and becoming a well-known and successful brand in cable market share, implementing material/raw material quality management standards, and competitive prices.

The Influence of Customer Relationships on Company Performance

The results of the second hypothesis indicate that the customer relationship (CR) variable has a positive and insignificant direct effect on company performance variables. This result can be seen from the P value of 0.40 > 0.01 with a path coefficient (β) of 0.05. CR has a positive effect (latent variable coefficient 0.046) on company performance but is not significant, with a p-value of 0.398 > 0.001; it can be concluded that it is insignificant.

Customer relationship is a collection of practices that aim to manage customer complaints, build good long-term relationships with customers, and increase customer satisfaction (Claycomb et al. 1999, Tan et al. 1998). Noble (1997) and Tan et al. (1998) stated that the relationship with the customer (customer relationship) is an important component in implementing supply chain management, especially in businesses that compete on customer experience. Because companies know consumers well, provide them with a consistently positive experience, manage relationships well to make repeat purchases (will not run to competitors), build relationships and stay connected with customers, differentiate products, encourage brand/brand loyalty, or win the competition in market share and gain loyalty from consumers and customers.

CRM is a strategic policy of the company’s core business to achieve predetermined targets; CRM requires a long time and a large amount of money or investment, so the CRM variable is not significant to company performance.

The Effect of Information Sharing on Company Performance

The results of the third hypothesis indicate that the Information Sharing (IS) variable has a positive and significant direct effect on company performance variables. This result can be seen from the value of P <0.01 with a path coefficient (β) of 0.64. Supported by the value of the latent variable, the coefficient on IR has a positive effect (0.64) on company performance and is significant, with a p-value <0.001.

Good information sharing, such as accurate or near-precise forecasting accompanied by the openness of data with a commitment and collaborative attitude, is needed to continuously improve company performance, starting from carrying out correct, correct, and periodic coordination, shortening lead time and time delivery, sharing knowledge to find the best solution to meet market demand in conditions of raw material uncertainty, global condition factors, regulatory changes to minimize risks, and avoiding delays in the production process.

The Effect of Information Quality on Company Performance

The results of the fourth hypothesis indicate that the Information Quality (IQ) variable has a positive and significant direct effect on company performance variables. This result can be seen from the value of P <0.01 with a path coefficient (β) of 0.42. The positive effect of IQ (latent value variables coefficient 0.422) on company performance is significant. Accuracy is an indicator of information quality.

The information generated by an information system must be accurate and correct because it plays a significant role in decision-making (Delone & McLean, 2003). The Information Quality Variable must have the following criteria: it must be delivered on time and with the right momentum, it must be accurate, the details must be as clear as possible, and the validity of the information must be obtained or provided to achieve supply chain efficiency and have a positive effect on company performance.

CONCLUSION

Strategic Supplier Partnership has a positive and significant effect on company performance. Strategic suppliers has a positive influence on the performance because of the mutual benefits from suppliers to the company.

Customer Relationship has a positive but not significant effect on company performance. CRM is a strategic policy of the company's core business in an effort to achieve predetermined targets, and requires a long period of time and a large amount of money or investment, so the CRM variable is not significant to company performance.

Information Sharing has a positive and significant effect on company performance. Good information sharing, such as accurate or near-precise forecasting accompanied by the openness of data with a commitment and collaborative attitude, is very much needed to continuously improve company performance, starting from carrying out correct, correct, and periodic coordination, shortening lead time and time

delivery; sharing knowledge to find the best solution to meet market demand in conditions of raw material uncertainty, global condition factors, and regulatory changes to minimize risks and avoid delays in the production process.

Information Quality has a positive and significant effect on company performance. The information generated by an information system must be accurate and correct because it plays a significant role in making decisions that affect company performance.

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