

Organizational Culture through Technology Resources as Antecedents and its Impact on Export Performance of The Furniture Industry

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Abstract

The study of furniture exports in Central Java is a particular concern, especially during the pandemic. The furniture industry in Central Java experienced a slump at the beginning due to strict pandemic regulations. In the second quarter of 2021, the furniture industry received new opportunities for imports and exports with increasing demand. However, at the end of the third quarter of 2022, another challenge emerged with the soaring logistics costs of sending export products to destination countries, resulting in increased export operations. Adjusting the selling price of the product is necessary but becomes counter-productive because it has implications for the price that becomes uncompetitive. Thus, this study builds a supply chain management model for increasing export performance. This study offers Organizational Culture to encourage the role of Technology Resources in Supply Chain Management, a gap problem still inconclusive. The sample of this study was 182 MSMEs exporting furniture in Central Java. The analytical instrument is Structural Equation Modelling with the results of Technology Resources not significantly affecting Supply Chain Management. The use of Organizational Culture ($\beta = 0.265$) to mediate Technology Resources to Export Performance is more significant than Knowledge Sharing ($\beta = 0.071$), and Supply Chain Management significantly affects Export Performance by 0.738. So empirically, it is proven that Organizational Culture has a role in fully mediating the influence of Technology Resources on Supply Chain Management and its impact on Export Performance.

Keywords

Export Performance, Furniture Industry, Knowledge Sharing, Organizational Culture, Supply Chain Management, Technology Resources.

1. Introduction

The study of furniture exports in Indonesia is in the spotlight because Indonesia is Southeast Asia's most significant economic driver (Kementerian Perdagangan 2021). This study has become essential in Indonesia, especially during the pandemic. Furniture exports as a contributor to Indonesia's trade surplus have decreased during the pandemic due to the emergence of new burdens in the form of logistical problems. During a pandemic, the burden of logistics costs has soared by nine times. Export business organizations must look for new ways to build their supply chain lines. The non-completion of supply chain problems impacts operational costs above their capacity, causing furniture MSMEs to experience bankruptcy and are forced to close their businesses. The study of MSMEs exporting furniture with concerns about problems in the supply chain has attracted the interest of several researchers (Ayoub and Abdallah 2019; Liu and Guillao 2021). The supply chain is inseparable from the need for resources linking the manufacturing chain to the furniture production process.

The furniture industry cannot leave the needs of resources such as wood, rattan, or metal materials. A large amount of natural wealth in Indonesia can be used as capital to manufacture quality furniture products. In addition to Brazil and Zaire, Indonesia is listed as a country with the potential for forest wealth used for raw materials for the furniture industry (Putri 2022). Indonesia has forests with an area of 99.6 million hectares, or 52.3% of the scope of Indonesia (Syafira 2022). It makes Indonesia have a massive potential for natural resources. Almost all materials from nature in Indonesia can be used as raw materials for making furniture. In his speech, the President emphasized the adequacy of human resources, but it is necessary to develop innovative products to create global competitiveness for Indonesian furniture products (Handayani 2021). However, during the Covid pandemic, importers are more crisis in product selection, so more creativity is needed (Nurcahyadi 2019).

Another problem in the furniture industry today is that the cost of containers that continue to soar is a crucial problem today. Reporting from data compiled by the Indonesian Furniture and Handicraft Industry Association (HIMKI), container costs are increasing by up to 900% (Yanwardhana 2022). The significant increase made MSMEs export furniture delay delivery so that the production process was also hampered because the products that had been produced had not been sold. As many as 25% of the 2,500 registered furniture and handicraft MSMEs have gone bankrupt. It shows that around 600 furniture and handicraft MSMEs are affected by the surge in container costs (Yanwardhana. 2022). Therefore, MSMEs exporting furniture must be proactive in finding solutions, especially in supply chain management, in order to reduce the cost of goods produced in order to be able to create competitiveness.

Based on the above phenomenon, this study offers a model for building technology resources in MSMEs based on the presence of organizational culture to improve export performance through the support of supply chain governance in the perspective of Knowledge Creation Theory. This study is exploratory to find the best model to build on how the furniture industry can survive and develop during a pandemic.

2. Literature Review

The literature review section describes constructs that become enablers to achieving Export Performance, such as Technology Resources, Organizational Culture, Knowledge Sharing, and Supply Chain Management.

2.1 Knowledge Creation Theory

Knowledge creation theory can explain an organizational and leadership process that represents knowledge creation in an organizational environment, regardless of the organization's type, size, or location. Here is because the source of knowledge creation is human interaction. The creation of knowledge is obtained from the interaction between themselves and also with their environment. Therefore, knowledge is something that needs to be created, not something that is already out there, because something that is already out there is just information. There are two types of knowledge, namely tacit knowledge and explicit knowledge. Tacit knowledge is subjective experiential knowledge that cannot be expressed in the form of words, sentences, numbers, or formulas. In contrast, explicit knowledge is the knowledge that is objective and rational and can be expressed in the form of words, sentences, numbers, or formulas. Humans need both types of knowledge in their lives. After knowing the two types of knowledge, then developed the SECI model, namely, a matrix model that is able to describe the process of creating knowledge. There are four dimensions in the SECI model, namely socialization, externalization, combination, and internalization. In socialization, share experiences directly and build tacit knowledge (empathizing). The externalization model expresses tacit knowledge through dialogue and reflection (conceptualizing). In combination, managing relevant concepts by

building prototypes, models, and narratives (modeling), and in the internalization dimension, implementing the built models and finding new tacit knowledge (practicing) (Nonaka and Hirose Nishihara 2018).

2.2 Technology Resources (TR)

Technology Resources refer to information technology that explicitly supports a particular process (Hermawan and Suharnomo 2020). Technology resources consist of infrastructure and technology, including website-based and logistics technology systems (Karia 2018). Technology Resources are needed by MSMEs, one of which is for operational processes (Tajeddini et al. 2020).

2.3 Knowledge Sharing (KS)

Knowledge Sharing is a process of exchanging knowledge or information, both skills and experience, to find solutions to problems or develop new ideas so that competitive value increases (Hermawan et al. 2019). One of the resources that must be owned and developed by organizations is knowledge, where the primary source of competitive advantage is obtained from knowledge resources (Ouakouak and Ouedraogo 2019). The value of knowledge can be increased by sharing knowledge among employees (Lo and Tian 2020)

2.4 Organizational Culture (OC)

Every organization has different habits. The organization's habits that apply and are applied are what is called Organizational Culture (Isensee et al. 2020). Organizational Culture is the values, beliefs, and norms that affect employees and become a habit in thinking and behaving in organizations (Jabeen and Isakovic 2018). Values, beliefs, and norms are built together to achieve organizational goals (Yusuf 2020).

2.5 Supply Chain Management (SCM)

A supply chain is a form of Business to Business (B2B) interaction that provides distribution support, raw materials for production processes on the back line, and delivery to end consumers in the logistics function on the front lines. Management attached to supply chain management is referred to as Supply Chain Management (Hasibuan et al. 2018). In the furniture export industry, the role of SCM is critical to provide support for furniture materials such as wood, iron, and other relevant materials. Furniture exporters will look for suppliers with the best quality and price and the closest distance to create the cost of production. Another SCM support is providing logistical support from furniture manufacturers to final consumers. This logistical support also plays a vital role in increasing competitive advantage and the effectiveness of the performance of a business (Nursyamsiah and Syah 2019).

2.6 Export Performance

Export performance is the level of performance of MSMEs to the extent to which they can achieve strategic goals when carrying out product export activities. The results of MSME performance are related to the demand, sales, turnover, and market share, representing their relationship with import-export management. Export Performance is divided into economic and non-economic measures. The economy includes sales, profits, and market share. While non-economic, related to products (Cortés et al. 2021).

This study refers to research (Sari et al. 2021). The study's originality is the addition of Supply Chain Management to exogenous variables supported by the existence of Technology Resources, Knowledge Sharing, and Organizational Culture. Hypotheses can be constructed by creating conceptual models. Here is a picture of the empirical model. (Figure 1)

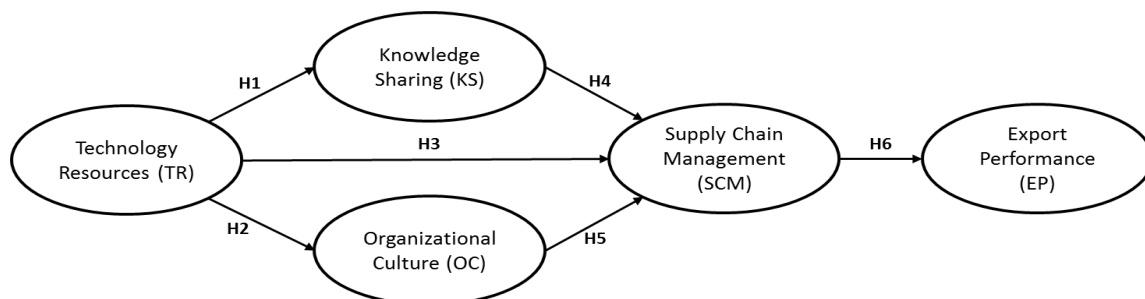


Figure 1. Empirical Model

2.7 TR as a Determinant of KS

Technology resources play a role in storing and sharing knowledge for the organization's sustainability. In addition, technology resources also make it easier to share knowledge (Hermawan et al. 2019). Members can acquire, create, and transfer knowledge through technology more efficiently. However, technology can also be an obstacle for organizations that do not know the system and its processes (Mousa et al. 2019). The hypothesis proposed is as follows:

H1: Technology Resources have a significant effect on Knowledge Sharing.

2.8 TR as a Determinant of OC

Good technology resources also play a role in creating a quality organizational environment (Iqbal et al. 2020). The existence of technology will influence the formation and maintenance of culture in organizations (Basham 2019). Not only that, but Technology Resources also play a role in improving Organizational Culture (Iqbal et al. 2020). The hypothesis proposed is as follows:

H2: Technology Resources have a significant effect on Organizational Culture.

2.9 TR as a Determinant of SCM

Technology Resources create flexibility in MSMEs. Technology becomes a tool that helps capture knowledge, process and distribute it to organizations. It encourages supply chain management in the form of B2B to be more effective so that, in line with studies (Sung and Kim, 2019), Technology Resources significantly influence Supply Chain Management. The hypothesis proposed is as follows:

H3: Technology Resources have a significant effect on Supply Chain Management.

2.10 KS as a Determinant of SCM

Knowledge Sharing to improve the supply chain function will help increase competitiveness in a competitive business environment. Knowledge Sharing with customers, suppliers, and partners will positively impact customer service, production cycles, cooperation between divisions, and relationships with partners (Akhavan et al. 2018). The hypothesis proposed is as follows:

H4: Knowledge Sharing has a significant effect on Supply Chain Management.

2.11 OC as a Determinant of SCM

The Organizational Culture dimension plays a role in determining success in implementing Supply Chain Management, and it is necessary to have the consistency of organizational culture with supply chain strategies (Ali et al. 2020). Each organization has a different Organizational Culture. The organization needs to be aligned with the Organizational Culture that prevails in the organization to determine the right strategy in Supply Chain Management. Therefore, a manager must adapt organizational culture to supply chain integration, namely suppliers, customers, and internal integration. The hypothesis proposed is as follows:

H5: Organizational Culture has a significant effect on Supply Chain Management.

2.12 SCM as a Determinant of EP

Export-oriented organizations in the emerging market have several challenges, such as surcharges, competition, and difficulties related to the supply chain. It has led organizations to focus on improving integration, coordination, and collaboration with suppliers and customers to achieve an agile supply chain. In turn, responsiveness in the supply chain can improve the organization's ability to respond to market dynamics and customer demand in the export market. Thus, supply chain management has a significant effect on export performance. It is in line with studies (Ayoub and Abdallah, 2019). The hypothesis proposed is as follows:

H6: Supply Chain Management has a significant effect on Export Performance.

3. Methods

Primary data is applied through field observations of the export furniture business. Primary data is data obtained by researchers directly through observation activities by distributing questionnaires. The questionnaire filling method uses a non-self-assessment method, in which the surveyor team guides respondents in filling out the questionnaire. The sampling technique in this study uses purposive sampling, which determines samples with specific considerations so that the data obtained are representative (Hair et al. 2014). The study's approach to analytical tools uses those processed with SmartPLS software. Partial least squares structural equation modelling (PLS-SEM) is a popular analytical tool for analyzing relationships between latent variables. SmartPLS helps in data processing using these methods (Sarstedt et al. 2022) as an extension of the relationship analysis tool between variables used in the study. The number of indicators in all constructs is 23 scale items, so it takes the adequacy of a sample of 115 respondents ($23 * 5$) so that the existing sample is enough for use in empirical calculations (Hair et al. 2014). The study used the concept of measuring Likert scores 1-10. The numbers 1-5 indicate a degree of disapproval of the statement. The numbers 6-10 indicate a level of agreement with the statement. The higher the number, the more agreeing with the statement. The lower the number, the more disapproving of the statement. (Table 1)

Table 1. Research Items List

Notations	Item
Technology Resources	
TR1	Technology supports business expansion through network expansion.
TR2	Technology encourages the completion of work.
TR3	Technology is used to conduct market investigations.
TR4	Building synergies within the organization via IT is important
Knowledge Sharing	
KS1	The organization has a group outside the organization that discusses.
KS2	Between elements of the organization are always active in sharing knowledge.
KS3	The elements of the organization share things that are tacit.
KS4	The elements of the organization trust each other's discussion groups.
Organizational Culture	
OC1	Organizations have a conducive learning culture.
OC2	The organization asks for the opinion of members in decision-making.
OC3	The organization has delegated authority.
OC4	Organizations help solve work problems.
OC5	The conflict that has arisen remains aimed at the creation of productivity.
Supply Chain Management	
SCM1	Relationships with suppliers are well established.
SCM2	The organization has the support of a logistics company partner.
SCM3	Products are seamlessly distributed to the final consumer through distributors.
SCM4	The organization has a reliable supplier of raw materials.
SCM5	The organization guarantees the timely completion of the order.
Export Performance	
EP1	The organization has a strategy for issuing export products.
EP2	Zero complaints.
EP3	The customer is delighted with the exported products he received.
EP4	The organization experiences an increase in profits every year.
EP5	The organization produces export products that have more variety than competitors.

4. Data Collection

The data collection process in this study was carried out for eight months in 2021 at the level of organizations engaged in exporting furniture in several cities in Central Java, namely Semarang, Salatiga, Jepara, Boyolali, and several other surrounding areas. The data obtained were 230 with a rate of return of 79.13% and resulted in 182 data which was still above the sample adequacy. The characteristics of respondents are displayed in Table 2.

Table 2. Characteristics of Respondents

	Number	Percentage
Education		
≤ Junior High School/Equivalent	45	24.7%
High School/Equivalent	80	44.0%
D3/Academy	6	3.3%
D4/S1	49	26.9%
Doktor/S3	2	1.1%
Gender		
Male	121	66.5%
Female	61	33.5%
City		
Semarang	11	6.0%
Salatiga	3	1.6%
Jepara	85	46.7%
Boyolali	51	26%
Lainnya	32	17.6%

Table 2 shows data on the characteristics of respondents are presented. Respondents are MSMEs exporting furniture from various cities in Central Java. Some of these cities are Semarang, Magelang, Sukoharjo, Salatiga, Jepara, and Boyolali, with the most significant percentage of respondents from Jepara amounting to 46.7% of the total respondents. In addition, respondents were mainly men compared to women with the highest level of education, namely from high school/equivalent.

5. Results and Discussion

This model examines the role of Supply Chain Management and Organizational Culture as a mediator of Technology Resources on Export performance by using Knowledge Creating Theory. The data testing steps are validity and reliability, r square, determinant validity, and hypothesis testing. Data validity and reliability are the first steps of data testing, as shown in Table 3.

Table 3. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Technology Resources (TR)	TR1	0.842	0.880	0.912	0.676
	TR2	0.795			
	TR3	0.810			
	TR4	0.774			
Knowledge Sharing (KS)	KS1	0.688	0.821	0.881	0.649
	KS2	0.767			
	KS3	0.785			
	KS4	0.774			
	OC1	0.734	0.801	0.863	0.557

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Organizational Culture (OC)	OC2	0.753			
	OC3	0.798			
	OC4	0.707			
	OC5	0.738			
Supply Chain Management (SCM)	SCM1	0.736	0.800	0.862	0.555
	SCM2	0.756			
	SCM3	0.784			
	SCM4	0.717			
	SCM5	0.730			
Export Performance (EP)	EP1	0.817	0.748	0.840	0.569
	EP2	0.878			
	EP3	0.828			
	EP4	0.792			
	EP5	0.794			

Source: SmartPLS 3.0 Processing Results (2022)

Based on Table 3, it was found that the Loading Factor of each item scale has a number above 0.5, Cronbach's Alpha and Composite Reliability above 0.6, and AVE above 0.5 (Hair et al. 2014).

The next step in data processing is essential to conduct the R Square Value test to determine the magnitude of the influence of exogenous variables on endogenous variables simultaneously. The test results show in Table 4.

Table 4. R Square Value

	R Square
EP	0.545
KS	0.109
OC	0.218
SCM	0.564

Source: SmartPLS 3.0 Processing Results (2022)

Based on Table 4 above, the value of R Square in the Export Performance variable is 0.545. The Export Performance variable can be explained by the Supply Chain Management variable of 0.545. Then the R Square value in the Supply Chain Management variable is 0.564, which means that the Supply Chain Management variable can be explained by the Knowledge Sharing, Technology Resources, and Organizational Culture variables of 0.564. Then, the value of R Square in the Knowledge Sharing variable is 0.109, which means that the Knowledge Sharing variable can be explained by the Technology Resources variable of 0.109. Furthermore, finally, the R Square value in the Organizational Culture variable is 0.218, which means that the Organizational Culture variable can be explained by the Technology Resources variable of 0.218.

Table 5. Determinant Validity (Fornell-Larcker Criterion)

	EP	KS	OC	SCM	TR
EP	0.822				
KS	0.635	0.754			
OC	0.691	0.657	0.747		
SCM	0.738	0.604	0.732	0.745	
TR	0.565	0.329	0.467	0.386	0.806

Source: SmartPLS 3.0 Processing Results (2022)

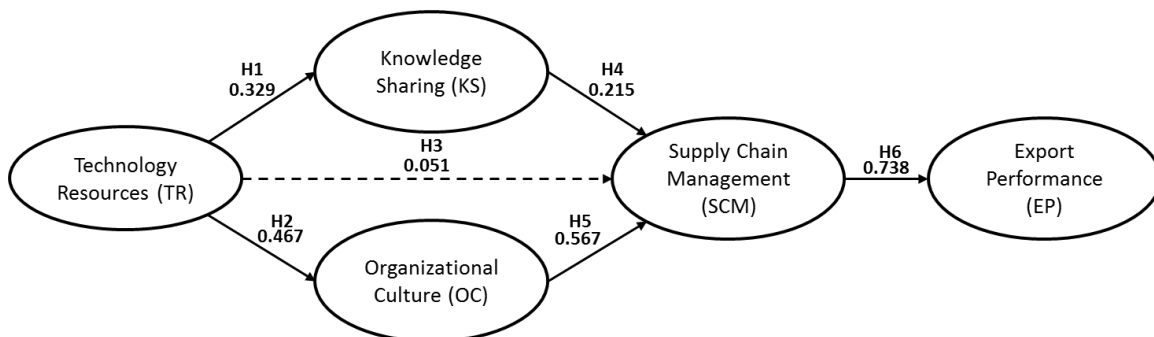
Then a discriminant validity test was carried out using the Fornell-Larcker criterion method that displayed on Table 5. Which has shown that the AVE root results of each construct are more significant than the correlation of the construct with other constructs. Thus, the discriminant validity requirements in this research model have been met and continued in a full model with the following hypotheses testing results.

Table 6. Hypotheses Testing

Hypotheses	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
H1	TR→KS	0.329	0.336	0.097	3.398	0.001	Supported
H2	TR→OC	0.467	0.473	0.067	6.922	0.000	Supported
H3	TR→SCM	0.051	0.050	0.078	0.651	0.515	Not Supported
H4	KS→SCM	0.215	0.225	0.076	2.837	0.005	Supported
H5	OC→SCM	0.567	0.558	0.094	6.051	0.000	Supported
H6	SCM→EP	0.738	0.741	0.049	15.103	0.000	Supported

Source: SmartPLS 3.0 Processing Results (2022)

After that, a hypothesis test was carried out, in which the calculation results showed above that there was one hypothesis that was rejected, namely H3. Whereas in addition to H3, all hypotheses are accepted. (Table 6 & Figure 2)



Note:

--- not significant (ns): $p > 0.05$

_ significant (s): $p < 0.05$ or $p < 0.001$

Figure 2. Model Test Results

Based on the results of the studies that have been carried out, **Hypothesis 1 is accepted**. Technology Resources have a significant influence on Knowledge Sharing of 0.329. The existence of technological resources in furniture export MSMEs will facilitate the process of sharing knowledge between members. By sharing information, knowledge will feel more efficient using technology. One of the uses of technology that makes it easier to share knowledge is gadgets. Through gadgets, MSME employees export furniture and can share information and knowledge without being hindered by distance and time. Gadgets make it easier to get new knowledge from the internet so members can spread it to other members. It aligns with the study (Jameel and Ahmad 2020) that knowledge can be easily shared through quality technological resources. It also improves the sharing of knowledge among members, helping them to share their information and exchange ideas or thoughts. Thus, the technology used to support business expansion through the expansion of technology networks will increase the knowledge possessed through discussions conducted outside the organization.

Hypothesis 2 is accepted. Technology Resources have a significant influence on Organizational Culture of 0.467. The existence of quality Technology Resources will form a good Organizational Culture as well. It is because the existence of technology will change and shape the way an organization works. Organizations have difficulty accessing information, but the existence of technology helps in absorbing potential information. This diverse information will generate many options that help to solve bottleneck problems in new and effective ways. It is in line with the study (Iqbal et al. 2020) that the existence of quality technology will positively impact organizational culture. Thus, the encouragement of using technological resources in the form of essential applications in job completion will make employees actively learn to use new technology to complete their work.

Hypothesis 3 is rejected. Technology Resources do not have a significant influence on Supply Chain Management. The existence of technological resources cannot be operated without human resources capable of operating. In operating technological resources, employees with the skills and knowledge in the proper use of technological resources are needed. Therefore, technology resources cannot directly affect Supply Chain Management. It is in line with a study (Singhry 2015) that says Technology Resources cannot directly affect Supply Chain Management. However, this contradicts the study (Sung and Kim 2019), which says that technology significantly influences the supply chain. Existing technology will support companies in communicating throughout the supply chain. Thus, in a manufacturing company, technology is a crucial aspect, but technology cannot directly have an impact on the supply chain. It takes other elements like OC to drive the role of technology more deeply.

Hypothesis 4 is accepted. Knowledge Sharing has a significant influence on Supply Chain Management of 0.215. Knowledge Sharing within the organization regarding customers, suppliers, and partners will encourage the formation of social cognitive that significantly positively influences supply chain management. Furthermore, organizations should build information networks through groups externally to improve good relations with stakeholders. It is confirmed in the study (Akhavan et al. 2018), which states that knowledge sharing among customers, suppliers, and partners will positively impact supply chain management. Thus, having a group outside the company that discusses many things will improve the company's relationship with customers, suppliers, and partners.

Hypothesis 5 is accepted. Organizational Culture has a significant influence on Supply Chain Management of 0.567. It is because organizational culture influences the behavior of customers, suppliers, and partners. If the company's organizational culture does not support a good customer relationship, suppliers and partners indicate that the supply chain strategy is not following the organizational culture. For example, in the organizational culture that prevails in a company, its employees are not active in learning new technologies, but in the management of supply chains, employees are required to use new technologies. It will undoubtedly hinder the supply chain management process and deteriorate relations with customers, suppliers, and partners. Supply chain management strategies are not only aligned with company culture but also need to be aligned with customers, suppliers, and partners. Therefore, harmony between organizational culture and supply chain management strategies is needed. The organizational culture encourages productivity to learn new things and problem-solve, which facilitates establishing a good supply chain strategy. It is in line with the study (Ali et al. 2020; Jungbae Roh et al. 2008), which states that Organizational Culture affects Supply Chain Management. Supply Chain Management strategy must be aligned with Organizational Culture so that the implementation of Supply Chain Management can run effectively. Thus, companies that ask for employees' opinions in decision-making will support logistics company counterparties following our desired work standards.

Hypothesis 6 is accepted. Supply Chain Management has a significant influence on Export Performance of 0.738. Fostering good relationships with customers, suppliers, and partners will affect the export performance of an organization. Organizations with many relationships with logistics networks also have many options in choosing partners who drive supply chain services per organizational standards. Good logistical support will encourage consumer satisfaction through the lack of complaints, growth in export demand, and repeat orders representing export performance. It is in line with the study (Ait Lhassan et al. 2022), which states that Supply Chain Management Influences Export Performance. Collaboration in the supply chain plays an essential role in increasing competitive advantage. This collaboration has challenges such as cost reduction, quality improvement, the company focus on core competencies, increasing revenue, and reducing lead time. By fulfilling these challenges, companies can meet customer demands and keep up with the flow of global competition. Thus, the smooth distribution of the product into the hands of consumers will reduce the possibility of customer complaints.

5. Conclusion

Knowledge creation theory can describe an organizational and leadership process that represents knowledge creation in an organizational environment, regardless of the organization's type, size, or location. Organizational culture has encouraged the awakening of knowledge from the concept of knowledge creation theory. In the perspective of knowledge creation theory, the need for knowledge is an essential material in organizations that are attached to work culture, especially in supporting them to build innovations in the production process in the furniture industry as part of the manufacturing process. Knowledge creation theory will bind to the need for technological support as a knowledge infrastructure. While organizational culture will facilitate resources such as technology, it takes a more critical role in building its influence on the existence of supply chain management. Furthermore, the knowledge built will encourage the resolution of many problems in the industry, such as organizing strategies for building supply chain management support.

The limitation of the study is the unevenness of the data collection. Furniture export MSMEs who were respondents in this study were mainly in Jepara City. Nevertheless, the city of Jepara is a national furniture center, so it still represents the population. Refers to the importance of resource capabilities that drive export performance facilitated through the role of work culture. The upcoming research agenda is recommended to build supply chain management mediated by organizational culture with antecedents in the form of information technology capability and organizational structure.

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