

# **The Role of Entrepreneurial Orientation, Organizational Culture, and Technology Resources in Encouraging Supply Chain Management**

**Iwan Hermawan, Inayah, Suharmanto, Luqman Khakim  
and Jati Nugroho**

Lecturer of Business Administration Major  
Politeknik Negeri Semarang  
Semarang, Indonesia

[iwanpolines@gmail.com](mailto:iwanpolines@gmail.com), [inayah\\_pkp08@yahoo.com](mailto:inayah_pkp08@yahoo.com), [suhenk999@gmail.com](mailto:suhenk999@gmail.com),  
[hkmluqman@gmail.com](mailto:hkmluqman@gmail.com), [jatinugroho@polines.ac.id](mailto:jatinugroho@polines.ac.id)

**Nur Nelisa Adah**

Student of Business Administration Major  
Politeknik Negeri Semarang  
Semarang, Indonesia  
[nurnelisaadah09@gmail.com](mailto:nurnelisaadah09@gmail.com)

## **Abstract**

The concept of supply chain management (SCM) is an alternative in facing recent business competition. The competition in question leads to the magnitude of price sell products affected by SCM. Able entrepreneurs build SCM and could minimize supply chain costs then will have superiority compete. In creating a supply chain, a capable entrepreneur must dig information about the market to get an outlook on opportunities, trends, knowledge, and new information to increase his abilities. The phenomenon that becomes an opportunity in SCM is the development of company service logistics to support supply chain processes. Direction studies uncover the influence of Entrepreneurial Orientation (EO), Organizational Culture (OC), and Technology Resources (TR) on SCM. Respondent studies 162 UMKM furniture in Central Java using the purposive sampling technique. Data collection uses the nonself-assessment method through a questionnaire distribution. The effect of EO on SCM has a significant value ( $\beta=0.006$ ,  $p<0.05$ ). On the other hand, OC significantly impacts SCM ( $\beta=0.000$ ,  $p<0.001$ ). TR does not directly affect SCM ( $\beta=0.960$ ,  $p>0.05$ ). The perspective of this study is supply chain management theory which has been empirically proven that EO, OC, and TR simultaneously have a significant positive effect on SCM.

## **Keywords**

Furniture Industry, Supply Chain Management, Entrepreneurial Orientation, Organizational Culture, and Technology Resources.

## **1. Introduction**

Recent business industry development cannot neglect entrepreneurs' role in controlling chain supply products in a business (supply chain management). This perspective is addressed the concept of entrepreneurial orientation (EO). The action steps of entrepreneurs must be proactive, innovative, and take risks to manage their business (Hermawan and Sari 2020). Entrepreneurs develop a strategy to optimize business processes, including planning, control, and process flow production, especially in the supply chain (Silva et al. 2021). Entrepreneurs determine supply chain management strategies which adjusted to the current organizational culture (OC). OC includes building knowledge through inherent learning to create an effective supply chain strategy acceleration (Cao et al. 2015). Another factor affecting SCM is Technology resources (TR). It can minimize communication barriers in SCM and improve productivity through Business to Business (Di Vaio and Varriale 2020). Then, entrepreneurs must focus on entrepreneurial orientation, organizational culture, and technology resources in optimizing SCM. SCM is related to the effectiveness and efficiency of the production flow process (Agrawal and Narain 2018), which will impact the

competitiveness of export products, including furniture. The furniture export industry has become the primary attention in Indonesia since it significantly contributes to economic growth.

Indonesia's furniture export in 2021 increased by 32.54 % to US\$ 1.99 billion, equivalent to IDR 28.6 trillion from the previous year, which is US\$ 1.5 billion or IDR 21.65 trillion (Rizaty 2022). The export demand is rising because product furniture is made of high-quality wood, such as camphor, meranti, teak, and rattan, combining eco-friendly material with local heritage design. There are several furniture centers in Indonesia such as Semarang, Sukoharjo, Magelang, Salatiga, Boyolali, and Jepara (Jateng 2019). The furniture industry is growing significantly faster in Jepara, the oldest's furniture center. Jepara had been experiencing a dramatic decrease but is rising currently (Winarno 2019). It reflects furniture attractiveness in Central Java. Jepara has 4,303 furniture entrepreneurs (BPS 2018), with the majority of the profession in the furniture industry. The growth of furniture goes hand in hand with the development of the logistics service business. Based on data from the Central Statistics Agency in 2019, there were 1.33 million logistics service businesses in Indonesia, such as JNE, JNT, TIKI, ID Express, Ninja Express, Sicepat, Anteraja, Wahana, and Paxel. Based on data from the Ministry of Transportation in 2016 regarding the target of developing transportation infrastructure from 2015 to 2019, it enlarges the logistics service business opportunity. The development targets include the construction of Bus Rapid Transit (BRT) in 34 cities with the addition of 3,170 buses and using Area Traffic Control System (ATCS) technology. Besides, logistic infrastructure development is also seen in the construction of ferry ports spread across 65 zones with 103 ships and 3,258 km railway lines in Java, Sumatra, Sulawesi, Kalimantan, and Papua, airports in 100 places, and 100 non-commercial ports. The development of various logistics businesses positively impacts export performance, including the furniture product. The current phenomenon of furniture entrepreneurs has many alternative logistics support from the growing logistics business.

One of the obstacles in the furniture center in Central Java related to logistics is distance. It has a long distance between furniture production and raw materials. Delivering products from the company to the final consumer is relatively difficult and can disrupt the supply chain (Mahajan and Tomar 2021). Supply chain disruptions disturb the flow of materials between the production of raw materials to distribution to final consumers (Shahed et al. 2021). Entrepreneurs used to distribute goods only relying on their vehicles, causing slow delivery and high production costs (Mahajan and Tomar 2021). This disruption drastically impacts supply chain performance because it delays the arrival of raw materials at the production site (Chiu and Choi 2016). Since they do not employ a third party for delivery, the entrepreneurs are not optimal in managing their primary business (Koh et al. 2019). Based on these problems, entrepreneurs must proactively seek solutions to minimize the possibility of disruption to the supply chain. Entrepreneurs need to secure business processes from production to distribution through innovations in methods and processes that can be obtained through market investigation (Cortes et al. 2021). Innovation in SCM aims to reduce operational costs and achieve competitive prices (Cortes et al. 2021). In line with the need for innovation, entrepreneurs must take risks to execute their innovative ideas and convert them into products accepted by the market (Cortes et al. 2021). This study uses future research from (Mahajan and Tomar 2021) as the basis, highlighting the importance of using logistics services in SCM.

### **1.1 Objectives**

This study offers a model used to encourage SCM support in entrepreneurship through the role of EO, OC, and TR in the perspective of Supply Management theory which is tested empirically.

## **2. Literature Review**

This chapter describes the constructs involved in achieving SCM, such as EO, OC, and TR. Based on the developed conceptual model, there are three proposed hypotheses.

### **2.1 Entrepreneurial Orientation**

Entrepreneurial orientation includes three characteristics such as innovation, risk-taking, and a proactive attitude (Hermawan and VS Tripriyo 2015). The company is willing to innovate, support creativity, and experiment in developing new products, processes, and technologies (Buli 2017). In terms of risk-taking, the company is always looking for new initiatives and opportunities (Mahrous and Genedy 2018). In terms of a proactive attitude, the company always anticipates the possibilities, follows the needs, and wants of the market, and tries to be a pioneer among competitors.

## 2.2 Organizational Culture

Organizational Culture (OC) is a habit that is applied and attached to a company. The habits that exist in each company are different (Isensee et al. 2020). OC is the values, beliefs, and norms that influence the company members' practices, thoughts, and behavior (Jabeen and Isakovic 2018). OC becomes a driving tool for the creation of new innovations (Sartono et al. 2021).

## 2.3 Technology Resources

Technology Resources can be infrastructure, website-based, and logistics technology systems (Karia and Practice 2018). TR refers to its function as information technology that explicitly supports a particular process, such as in operational activities (Tajeddini et al. 2020).

## 2.4 Supply Chain Management

Supply Chain Management significantly contributes to furniture exports by regulating the supply chain system from acquiring raw materials to delivering production goods. The company required SCM to reduce accommodation costs to create a lower Cost of Production (HPP). SCM will simplify logistics from company to final consumers. Logistics support is essential in establishing competitive prices to encourage export performance (Nursyamsiah, Syah, and Research 2019).

## 2.5 Hypothesis

The hypothesis in this study is described in the regression model Figure 1 below.

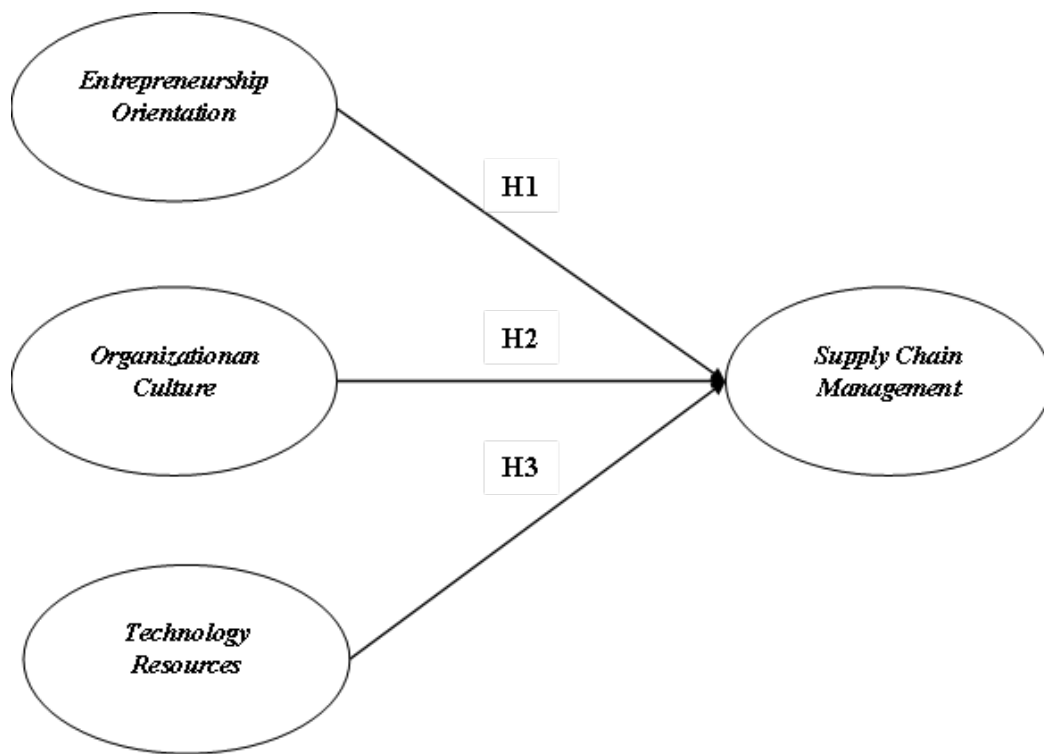


Figure 1. Theoretical Thinking Framework

### 2.5.1 The Influence of Entrepreneurial Orientation on Supply Chain Management.

Entrepreneurial orientation plays a role in facilitating the implementation of supply chain management. Companies with an EO in conducting their business will find it easy to obtain information about quality raw materials and cooperate with other parties from various fields. In implementing supply chain management, the company collaborates

with other parties. It provides an opportunity to obtain information to implement the right strategy in company activities. Thus, the company benefits from implementing supply chain management (Cortes et al. 2021).  
H1: Entrepreneurial Orientation has a significant effect on Supply Chain.

### **2.5.2 The Influence of Organizational Culture on Supply Chain Management.**

The organizational culture applied by the organization significantly impacts its relationships with partners such as suppliers, customers, and others, which is undoubtedly related to the continuity of the supply chain. OC that supports SCM is OC that can tolerate other OC. So, OC significantly affects SCM (Arshad Ali et al. 2020).  
H2: Organizational Culture has a significant effect on Supply Chain Management.

### **2.5.3 The Influence of Technology Resources on Supply Chain Management.**

Technology resources are one of the elements that lead to the creation of flexibility in the company, where knowledge can be captured, processed, and distributed with the technology in the company. TR help increases SCM effectiveness in Business to Business (Sung et al. 2019).  
H 3: Technology Resources have a significant effect on Supply Chain Management.

## **3. Methods**

This study aims to develop a model that increases the optimization of furniture export performance through the role of SCM. The point of view used in the study is positivism with quantitative methods. The analytical instrument used is multiple linear regression. This tool analyzes the effect of EO, OC, and TR variables on SCM through an item scale of 22 items representing the variable indicators in the model.

## **4. Data Collection**

Data was collected through a survey by distributing questionnaires to 173 furniture MSMEs in Central Java with a return rate of 94% or 162 data, this number has met the adequacy of the sample. This research uses purposive sampling technique. The method of filling out the questionnaire used is a non-self-assessment method.

Table 1. Characteristics of Respondents

	<b>Number</b>	<b>Percentage</b>
<b>Education</b>		
≤ Junior High School/Equivalent	35	21.6%
High School/Equivalent	70	43.2%
D3/Academy	6	3.7%
D4/S1	49	30.2%
Doktor/S3	2	1.2%
<b>Gender</b>		
Male	98	60.5%
Female	64	39.5%
<b>City</b>		
Semarang	11	6.8%
Salatiga	3	1.8%
Jepara	65	40.1%
Boyolali	41	25,3%
Lainnya	42	25.9%

Table 1 shows data on the characteristics of respondents are presented. Respondents are MSMEs 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 40.1% 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

### 5.1 Numerical Results

Testing the data in this study was carried out in several stages, including validity, reliability, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression tests.

The validity test results on each variable where the significant value on all scale items is less than 0.05, meaning all scale items are valid (Hair et al. 2014). The results of the reliability test show the Cronbachs alpha value for the entrepreneurial orientation variable is 0.693, the organizational culture variable is 0.831, technology resources are 0.615, and supply chain management is 0.732, so it can be concluded that this value exceeds the threshold of 0.6 (Sekaran and Bougie 2016) and declared reliable. So, the next step will be testing the classical assumptions.

Table 2. Normality Test (One-Sample Kolmogorov-Smirnov Test)

		Unstandardized Residual
N		162
Normal Parameters	Mean	0.0000000
	Std. Deviation	3.39169733
Most Extreme Differences	Absolute	0.089
	Positive	0.030
	Negative	-0.089
Kolmogorov-Smirnov Z		1,130
Asymp. Sig. (2-tailed)		0.155

a. Test distribution is Normal

Based on the Table 2 above, it is known that the normality test results using the One-Sample Kolmogorov-Smirnov Test produce a significance value of 0.155. According to Ghozali If the impact is more significant than the threshold of 0.05, then the data is normally distributed. Furthermore, multicollinearity testing will be carried out, and this test aims to prove that the independent variables do not have a significant correlation.

Table 3. Multicollinearity Test (Coefficients)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	16.586	3.371		4.920	0.000		
Total Entrepreneurial Orientation	0.305	0.109	0.182	2,792	0.006	0.645	1.551
Total Organizational Culture	0.475	0.051	0.632	9,298	0.000	0.595	1,680

Total Technology Resources	-0.003	0.063	-0.003	-0.050	0.960	0.802	1,247
----------------------------------	--------	-------	--------	--------	-------	-------	-------

a. Dependent Variable: Total Supply Chain Management

In the multicollinearity test, the VIF value for each variable is less than ten plus a tolerance value greater than 0.01, which means there are no symptoms of multicollinearity. After the heteroscedasticity test followed the multicollinearity test, this test was used to test a regression model regarding whether there was an inequality of variance from the residuals between one observer to another. (Table 3)

Table 4. Heteroscedasticity test (Coefficients a)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	7.004	2.164		3.236	0.001		
Entrepreneurial Orientation	-0.030	0.070	-0.042	-0.432	0.666	0.645	1.551
Organizational Culture	-0.035	0.033	-0.108	-1.062	0.290	0.595	1,680
Technology Resources	-0.026	0.040	-0.057	-0.655	0.513	0.802	1,247

a. Dependent Variable: Abs\_RES

The results of the heteroscedasticity test showed a significance value of more than 0.05, namely 0.666 for EO, 0.290 for OC, and 0.513 for TR. Based on the classical assumption test that has been met, empirical testing can be done on the model. (Table 4)

Table 5. F test results (ANOVA b)

Model	Sum of Squares	Df	Mean Squares	F	Sig.
1 Regression	2413,653	3	804.551	68,638	0.000
Residual	1852.081	158	11.722		
Total	4265,735	161			

a. Predictors: (Constant), Entrepreneurial Orientation, Organizational Culture, Technology Resources

b. Dependent Variable: Supply Chain Management

Based on the Table 5 of the F test results, it is known that the significance value is 0.000, so that simultaneously there is a significant influence between the variables EO, OC, and TR on SCM.

Table 6. T-Test Results (coefficients a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16.586	3.371		4.920	0.000
Entrepreneurial Orientation	0.305	0.109	0.182	2,792	0.006
Organizational Culture	0.475	0.051	0.632	9,298	0.000
Technology Resources	-0.003	0.063	-0.003	-0.050	0.960

a. Dependent Variable: Total Supply Chain Management

The results of the t-test with a significance value of each construct less than 0.05 were declared to meet the threshold. Three hypotheses were formulated, two hypotheses were accepted, and one was rejected. (Table 6) The research equation can be formulated as follows:

$$SCM=16.586+ 0.305EO+ 0.475OC+ -0.003TR$$

The results of the multiple linear regression test showed that hypothesis 1 was accepted with ( $\beta=0.006$ ,  $p<0.05$ ), hypothesis 2 was received with ( $\beta=0.000$ ,  $p<0.001$ ), but hypothesis 3 was rejected because of the significance value was ( $\beta=0.960$ ,  $p>0.05$ ). Hypothesis 1 is accepted. EO has a significant effect on SCM. It is harmonized with research (Cortes et al. 2021) that EO positively influences SCM. Proactive entrepreneurs conducting market observations will have suppliers who can provide raw materials at relatively affordable prices. Then entrepreneurs who dare to try to implement new strategies in SCM will have the opportunity to develop. Hypothesis 2 is accepted, so OC has a significant effect on SCM. This statement is true. The existence of a supporting OC can improve SCM. OC has the most important influence, with a beta value of 0.632. It is in line with research (Arshad Ali et al. 2020) that companies with good OC can adapt to other corporate cultures to support supply chain management in establishing relationships with other parties. Entrepreneurial culture provides opportunities for employees to give opinions and share knowledge to create superior and competent employees to encourage entrepreneurs and employees to establish good relationships with consumers, suppliers, or distributors. The built good relationship makes it easier for entrepreneurs to manage the supply chain. Hypothesis 3 is rejected. TR has no significant effect on SCM. It contradicts research (Sung et al. 2019) which says that Technology Resources positively affect supply chain management. However, the results of this study are in line with (Singhry 2015), which revealed that TR does not directly affect SCM. Financial resources are still needed in applying technology that supports SCM to get the technology that suits your needs (Singhry 2015). the cost of acquiring and maintaining technology such as machines requires a significant investment, and not all entrepreneurs can do this, so TR does not directly affect this study.

## 6. Conclusion

This study found that SCM at this time, EO, and OC have a significant influence on supporting SCM in entrepreneurship. EO can obtain information for strategic planning, such as supplier options and excellent logistics services to support SCM. Then OC creates competent entrepreneurs and employees to establish good relations with other parties who drive SCM. While this study empirically proves that TR has no significant effect on SCM. It is because TR requires a relatively substantial investment of financial resources. Concerning the current SCM, the phenomenon of logistics services growth will facilitate the supply chain process. The number of available logistics services gives entrepreneurs opportunities to achieve SCM more optimally. Enclosed, entrepreneurs in carrying out business processes can reduce the cost of materials delivery and product shipping. It impacts the acquisition of a lower-cost production to create a competitive product selling price that can be superior. Theoretically, this research has contributed to the body of knowledge by describing SCM through the Supply Management theory perspective.

There is a rejected hypothesis that TR does not significantly affect SCM. The following research recommendation is to add mediating variables for TR and SCM to get more precise research model results.

## References

- Agrawal, P., and Narain, R. Digital supply chain management: An Overview, *Paper presented at the IOP Conference Series: Materials Science and Engineering*, DOI: 10.1088/1757-899X/455/1/012074, 2018.
- Arshad Ali, A., Mahmood, A., Ikram, A., and Ahmad., Configuring the drivers and carriers of process innovation in manufacturing organizations, *Journal of Open Innovation: Technology, Market, and Complexity*, vol. 6, no. 4, pp. 154, DOI: <https://doi.org/10.3390/joitmc6040154>, 2020.
- BPS. Number of Industrial Centre (unit) According to The Type of Small and Middle Industry in Jepara Regency, 2018.
- Buli, B. M. Entrepreneurial orientation, market orientation and performance of SMEs in the manufacturing industry: Evidence from Ethiopian enterprises, *Management Research Review*, vol. 40 no. 3, pp. 292-309, DOI: <https://doi.org/10.1108/MRR-07-2016-0173>, 2017.
- Cao, Z., Huo, B., Li, Y., and Zhao., The impact of organizational culture on supply chain integration: a contingency and configuration approach, *Supply Chain Management*, vol. 20 no. 1, pp. 24-41, DOI: <https://doi.org/10.1108/SCM-11-2013-0426>, 2015.
- Chiu, C.-H., and Choi., Supply chain risk analysis with mean-variance models: A technical review, *Ann Oper Res*, vol. 240, no. 2, pp. 489-507, DOI: <https://doi.org/10.1007/s10479-013-1386-4>, 2016.
- Cortes, A. F., Lee, Y., Cortes, J. D., and Liñan. E. K., Entrepreneurial Orientation in Supply Chain Management: A Systematic Review, *International Journal of Entrepreneurial Knowledge*, vol. 9, no. 1, pp. 127-143, 2021.
- Di Vaio, A., and Varriale., Blockchain technology in supply chain management for sustainable performance: Evidence from the airport industry, *International Journal of Information Management*, vol. 52, DOI: <https://doi.org/10.1016/j.ijinfomgt.2019.09.010>, 2020.
- Hair, J. F., Black, W. C., Babin, B. J., and Anderson, R. E., *Multivariate Data Analysis: Pearson Education Limited*, Seventh Edition, 2014.
- Hermawan, I., and VS Tripriyo, P., Membangun Kinerja Usaha Melalui Faktor Pembentuk Kapabilitas Pelaku Kewirausahaan Industri Kreatif Nasional, *Jurnal Ekonomi dan Bisnis*, vol. 18, no. 2, pp. 33-52, DOI: <https://doi.org/10.24914/jeb.v18i2.258>, 2015.
- Hermawan, I., and Sari, Y. N., Virtual Leadership dan Social Network dalam Mendorong Peran Entrepreneurial Orientation Serta Dampaknya Terhadap Creative Performance, *Paper presented at the Prosiding Seminar Nasional Terapan Riset Inovatif*, 2020.
- Isensee, C., Teuteberg, F., Griese, K.-M., and Topi, C. J. J. o. C. P., The relationship between organizational culture, sustainability, and digitalization in SMEs: A systematic review, *Journal of Cleaner Production*, vol. 275, pp. 122944, DOI: <https://doi.org/10.1016/j.jclepro.2020.122944>, 2020.
- Jabeen, F., and Isakovic., Examining the impact of organizational culture on trust and career satisfaction in the UAE public sector: A competing values perspective, *Employee Relations*, vol. 40, no. 6, pp. 1036-1053, DOI: <https://doi.org/10.1108/ER-02-2017-0038>, 2018.
- Jateng, Kampung Rotan Trangsan, Dari Miskin Kini Jadi Pengekspor Mebel Rotan Ternama Dunia, Available: [https://humas.jatengprov.go.id/detail\\_berita\\_gubernur?id=2055](https://humas.jatengprov.go.id/detail_berita_gubernur?id=2055), January 11, 2019.
- Karia, A., Knowledge resources, technology resources and competitive advantage of logistics service providers, *Knowledge Management Research & Practice*, vol. 16, no. 4, pp. 451-463, DOI: <https://doi.org/10.1080/14778238.2018.1521541>, 2018.
- Koh, L., Orzes, G., and Jia, P., The fourth industrial revolution (Industry 4.0): technologies disruption on operations and supply chain management, *International Journal of Operations & Production Management*, vol. 39, no. 6, pp. 817-828, DOI: <https://doi.org/10.1108/IJOPM-08-2019-788>, 2019.
- Mahajan, K., and Tomar. Covid-19 and supply chain disruption: Evidence from food markets in India, *American Journal of Agricultural Economics*, vol. 103, no. 1, pp. 35-52, DOI: <https://doi.org/10.1111/ajae.12158>, 2021.
- Mahrous, A., and Genedy. Connecting the dots: The relationship among intra-organizational environment, entrepreneurial orientation, market orientation and organizational performance, *Journal of Entrepreneurship in Emerging Economies*, vol. 11, no. 1, pp. 2-21, DOI: <https://doi.org/10.1108/JEEE-09-2016-0036>, 2018.
- Nursyamsiah, S., and Syah, E., The Impact of Supply Chain Management Practices and Supply Chain Integration on Company Performance Mediated by Competitive Advantage (Empirical Study on Cabbage Agribusiness in Bandungrejo Village, Magelang, Indonesia), *Review of Integrative Business and Economics Research*, vol. 8, pp. 333-350, 2019.



- Rizaty, M. A., Ekspor Furnitur Indonesia Capai Rp 28,6 Triliun, AS Pasar Terbesar, Available: <https://databoks.katadata.co.id/datapublish/2022/03/01/ekspor-furnitur-indonesia-capai-rp-286-triliun-as-pasar-terbesar>, March 1, 2022.
- Sartono, S., Hermawan, I., Suharmanto, S., and Khoerunisa, A., Hubungan Organizational Structure dan Marketing Performance: Sebuah Studi IT Acquisition Based Culture, *Paper presented at the Prosiding Seminar Hasil Penelitian dan Pengabdian Masyarakat*, 2021.
- Shahed, K. S., Azeem, A., Ali, S. M., and Muktadir, P., A supply chain disruption risk mitigation model to manage COVID-19 pandemic risk, *Environmental Science and Pollution Research*, pp. 1-16. DOI: <https://doi.org/10.1007/s11356-020-12289-4>, 2021.
- Silva, G. M., Gomes, P. J., Carvalho, H., and Geraldies, T., Sustainable development in small and medium enterprises: The role of entrepreneurial orientation in supply chain management, *Business Strategy and the Environment*, vol. 30, no. 8, pp. 3804-3820, DOI: <https://doi.org/10.1002/bse.2841>, 2021.
- Singhry, H., Effect of supply chain technology, supply chain collaboration and innovation capability on supply chain performance of manufacturing companies, *Journal of Business Studies Quarterly*, vol. 7, no. 2, pp. 258, 2015.
- Sung, H., and Kim, S., The effect of organizational culture on supply chain management in uncertain environment, *Asia Pacific Journal of Marketing and Logistics*, vol. 31, no. 4, pp. 1003-1026, DOI: <https://doi.org/10.1108/APJML-04-2018-0159>, 2019.
- Sekaran, U., and Bougie, R., *Research Methods for Business: A Skill-Building Approach*. 7th Edition, Wiley & Sons, West Sussex, 2016.
- Tajeddini, K., Martin, E., and Ali., Enhancing hospitality business performance: The role of entrepreneurial orientation and networking ties in a dynamic environment, *International Journal of Hospitality Management*, vol. 90, pp. 102605, DOI: <https://doi.org/10.1016/j.ijhm.2020.102605>, 2020.
- Winarno, A., Strategi Word of Mouth Marketing dalam Jaringan Komunitas Mebel Sentra Pengrajin Jepara Jawa Tengah, Available: [https://www.researchgate.net/publication/353533957\\_Model\\_Ecomarketing\\_Pengembangan\\_Produktif\\_dan\\_Berkelanjutan\\_Wisata\\_Pedesaan](https://www.researchgate.net/publication/353533957_Model_Ecomarketing_Pengembangan_Produktif_dan_Berkelanjutan_Wisata_Pedesaan), 2019.

## **Biography**

**Iwan Hermawan** is a senior lecturer in the department of business administration at Politeknik Negeri Semarang. He is a doctoral graduate from Universitas Diponegoro in Manajemen. His main interest studies include human resources, entrepreneurship, knowledge management, and creative industry.

**Inayah** is a senior lecturer in the business administration department of the Politeknik Negeri Semarang. She graduated from the master's degree program in Extension and Development Communication at Universitas Gadjah Mada. Her main interest studies include education, human resource, and psychology.

**Suharmanto** is a lecturer in business administration department at Politeknik Negeri Semarang. He graduated with a master's at Universitas Diponegoro in Accounting. His main interest studies include education, and human resources.

**Luqman Khakim** is a senior lecturer in the department of business administration at the Politeknik Negeri Semarang. He graduated with a Master of Financial Management from The Australian National University. His main interest studies include education, and finance.

**Jati Nugroho** is a lecturer in the business administration department of the Politeknik Negeri Semarang. He graduated with a master's degree in economics from Universitas Diponegoro. His main interest studies include customer satisfaction, and human resources.

**Nur Nelisa Adah** is a student majoring in business administration at the Politeknik Negeri Semarang.