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## The Influence of Information Sharing and Information Quality Toward Supply Chain Management Performance In Small and Medium Industry

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### **Abstract**

*This research aims to find out the influence of information sharing and information quality toward supply chain management performance in tannery industry in Garut. Three dimensions, namely connectivity, willingness, and information content, measure the information sharing variable. Four dimensions, namely intrinsic, contextual, representational, and accessibility measure information quality variable. Meanwhile, the supply chain management performance is measured by using Supply Chain Operations Reference (SCOR) approach consisted of dimensions of reliability, responsiveness, agility, cost, and management asset. The research method used in this research is descriptive and verification method with survey approach. 100 units of tannery industries belong to Small and Medium Enterprises in Garut are used as the samples of the research. The technique of data collecting uses questionnaire and interview to the business owners. To process the data, the researchers use partial least square (PLS) application. Based on statistics and hypothesis testing, the result shows that information sharing and information quality simultaneously influence on supply chain management performance positively. Afterward, partially information sharing and information quality influence positively towards supply chain management performance.*

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**Key Words:** Information sharing, information quality, supply chain management performance, small and medium industry

## 1. Introduction

The current global business competitions are so coercive and the business environment is so dynamic and unpredictable. The rapid changing is going on widely, starting from technology, trading system, and economic and politic stability in the world. Therefore, every company or industry will do everything possible to improve the productivity, efficiency, fast service, easiness, and create additional value to exist excellently and survive in the market. Nowadays, there is shifting in competitive advantage focus of a company from creating value in a single firm to be creating value in a business network such as supply chain consisting of companies in a business chain in order to create a value for consumers.

The implementation of supply chain management (SCM) on business entities, especially in large scale, would be easy in the implementation and its assessment. However, it has not known yet to implement SCM on business entities of small and medium enterprise (SME). According to the department of finance, the small and medium enterprise is defined as company or industry that has a maximum turnover of Rp 600 million per year or a maximum of Rp 600 million assets excluding land and buildings (Hubeis, 2009). Several previous studies support the implementation of SCM in Small and medium enterprise, but some studies reveal that this system is not appropriate implemented in SME. Brau et al. (2007) have tested the implementation of SCM in the small company as well as large companies, in addition to the finding is that small company can undertake and successfully implement the initiatives of SCM implementation to increase operational, financial, and competitive related to SCM.

The main point of the integration of various processes and business entities in supply chain management domain is to share the information owned and produced by different parties. Information sharing is important because it provides mechanization to coordinate and integrate the processes or activities along the supply chain. Information is the basis for the implementation of supply chain processes and the basis for managers in making decisions. The flow of information is one of the important elements in the management of the supply chain because the information will facilitate the activities along the supply chain. According to (Hsu et al., 2008) buyer-supplier relationship is one of the information mediums in the supply chain which can be used to improve company performance. Meanwhile, Zhonghua and Ling (2012) state that the information sharing behavioral along the network point of the supply chain influences on the formulation of supply chain network.

Besides, the content of the information, there is the quality of information that is the part of information sharing. As revealed by Li et al. (2016) information sharing has two aspects: quantity and quality aspects, these two aspects have equal importance in the supply chain management practice. In line with that, Wiengarten et al. (2010) state that the impact of information sharing on the performance (the German automotive industry) is varied significantly and depends on the quality of information shared across the supply chain. Reinforce that opinion (Samvedi and Jain, 2012) state share information among the supply chain partners is considered the best method that can be done to improve the performance of the supply chain management.

In this paper, the research conducted to industry tannery in Garut, which is a type of industrial enterprises, then termed small and medium industries. On the supply chain management of tannery industry, information sharing occurs between tannery factory and suppliers of raw leather and chemical drugs, between the tannery factories and the consumer namely leather craft industry. As a small and medium - scale industry, the process of information sharing on the supply chain of tannery industry has not yet supported by adequate information technology. The use of information technology is still limited to the

unsophisticated technology, so the information quality gained is still lack. This research is conducted to find out the influence of information sharing and information quality both simultaneously and partially toward supply chain management performance.

## 2. Literature Review

### 2.1. Information Sharing

Some researchers have written some definitions of information sharing, among of them defines information sharing as an activity to distribute useful information between people, systems, and organizations in an open environment (Omar et al., 2010). Julibert (2008) argues that information sharing is information exchange that means proactively people let others to know what they to do, while (Pandey et al., 2010) state that sharing information in chain supply context refers to how the importance and/or the exclusively of information available for the members of the chain supply. Furthermore, from some definitions can be concluded, information sharing on supply chain management is the activity of mutually distributing and exchanging useful information between people, systems along supply chain management from supplier to end consumer.

The extant literature report, that there is the correlation between information sharing and performance of SCM. Fawcet et al. (2007) state that two dimensions of information sharing (connectivity and willingness) are an important element to improve supply chain management performance. The information sharing can bring some profit and some barriers to the production sector (Lotfi *et al.*, 2013). Then, Zhang and Li (2006) information sharing is the key element in the supply chain management system, it is very significant to improve supply chain performance and competitive advantage in an organization. Anatan and Ellitan (2008) argue that partially information sharing has a significant effect on the supply chain performance. Hence the first hypothesis recommended is defined as follows:

**Hypothesis 1:** The more precise the information sharing the higher the level of the supply chain management performance.

### 2.2. Information Quality

Numerous previous studies have focused on definitions of information sharing. According Miller, 1996; Malhotra et al., 2005 (in Wiengarten, 2010) state that information quality is conceptualized as how far the information is exchanged between the focus organization and the supplier that marked by accuracy, relevancy, fine timing, and additional value. Then, Anatan (2014) state that information sharing consists of two aspects; information content and information quality. Various information impacted on supply chain management, based on what information is shared, when and how the information is shared, and with whom the information is shared. The information quality will be the important aspect of effective supply chain management assured by the organization. But the less grade information will impede supply chain performance. Primiana et al. (2016) describe one of the barrier factors of the supply chain in SME is the difference of information owned by the supply chain partner. Anatan (2014) reveals that to omit the constraints and to increase collective information quality, the companies have to assure the information as accurate as possible and it is doing well along the supply chain partners without any postponement.

Several authors describe the correlation between information quality and SCM performance. Gosain et al. (2005) show that information quality impact on the flexibility of supply chain. Then, Li and Bishan (2006) state that the level of information quality has negative influences in along of the supply chain. Then, Anatan dan Ellitan (2008) found that the quality of information not influential in the significant impact on supply chain management performance. Henceforth the second hypothesis is suggested, as follows.

**Hypothesis 2:** The higher the level of information quality the higher the level of the supply chain management performance.

### 2.3. Supply Chain Management Performance

In order to find out the success of the organization in managing its supply chain, it requires the order of evaluation activities through measuring of supply chain performance. Besides that, the measurement of supply chain performance is required to obtain the right, effective, and efficient supply chain result. The measurement of supply chain performance has the significant role to find out the company condition, whether it is getting into a decreasing or an increasing and what improvements have to do to improve company performance. Parulekar and Verulkar (2015) explain the supply chain performance as a result of supply chain management that in turn actualized through supply chain strategy, supply chain practice and supply chain initiative. Some authors, (Gunasekaran et al., 2004; Bhatnagar and Sohal, 2005; Vijayasarathy, 2010; Trkman et al., 2010 in Kumar and Nambirajan, 2013) define SCM performance as the whole of the efficiency and the effectiveness of the supply chain management.

Some research findings that information sharing and information quality collectively influence on SCM performance. Marinagi (2015) reveals that there is an influence between information sharing and Supply Chain Management with information quality as moderating variable. Omar et al. (2010) state that information sharing, information quality, information technology are the most important things in manufacture company. Supporting these previous opinions, Anatan and Ellitan (2008) show that information sharing and information quality simultaneously influence on supply chain performance. Therefore, based on existing literature it can be assumed that information sharing and information quality have a positive impact on supply chain management performance, hence the following of hypothesis is proposed.

**Hypothesis 3:** The more precise the information sharing and the higher the level of information quality, the higher the level of the supply chain management performance.

Base on the explanation above, the research model could be described as Figure 1.

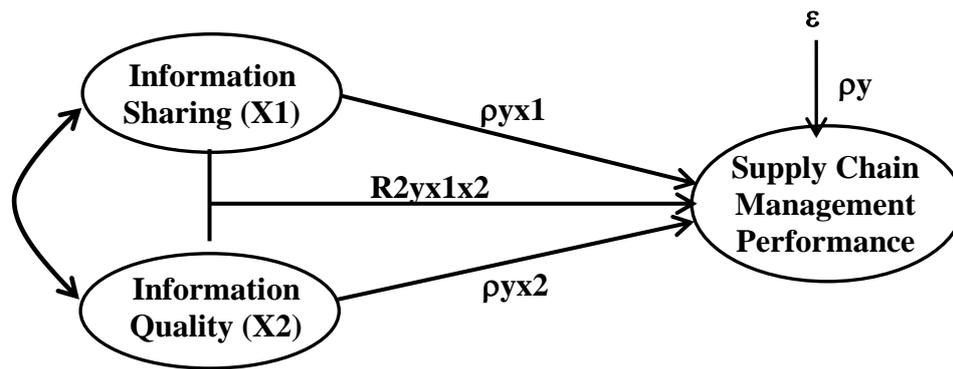


Figure 1. Research Model

### 3. Methodology

#### 3.1. Participants

The population is 387 units of tannery industries in Garut consisting of 53 units of medium-scale enterprises and 334 units of small-scale enterprises. The sample is 100 units of industries consisting 14 units of medium-scale tannery industries and 86 units of small-scale tannery industries. The sample is taken by considering that the analyzing using SmartPLS 3.0 is enough to take maximum sample amount to 100 (Ghozali, 2011). As a result, the analysis units in this research are tannery company and observation units namely the owners of tannery company, by the consideration that in small-medium enterprises units, the owner will mostly know whole the company policies including the things related to the information sharing, information quality, and supply chain management performance.

#### 3.2. Measurements

Primary data is used in this research through the questionnaire distribution directly to the companies that chosen as the research samples. The questionnaire consists of questions and statements to measure the research variables, completed by the alternative answers. The research variables consist of exogenous latent variable and endogenous latent variable. The first exogenous variable is information sharing, consisting three dimensions; connectivity willingness, and information content. Meanwhile, the second exogenous variable is information quality, consisting four dimensions; intrinsic, contextual, representational, and accessibility. These two variables are constructed by reflexive model, in which the causality direction is from latent/construct variable to manifest variable or indicator. Each indicator of each dimension is measured by using the Likert scale of 5 points.

Then, the endogenous variable is supply chain management performance, consisting five dimensions; reliability, responsiveness, agility, cost, and management Asset. This variable is constructed by formative model, in which the causality direction is from manifest variable or indicator to the other variables. Each indicator of each dimension is measured by using 5 points Likert scale.

### 3.3. Data Analysis

In this research, technic of data analyzing uses SmartPLS version 3.0 (Ghozali and Latan, 2015). The reasons to use PLS in this research are as follow:

1. PLS is a general method to estimate path model using variable latent with multiple indicators.
2. PLS is an analysis method which can be implemented in all data scales, unrequired many assumptions, and small sample size. The sample size recommended is ranging from 30 up to 100 cases (Ghozali, 2011).
3. PLS handles reflexive and formative model collectively in a research model.

This research uses partial least square analysis. There are two measurement models. The first is measurement model (outer model) which used to test validity and reliability. It is only conducted to the reflexive model variable, not to be conducted to the formative variable, because in the formative model, it is assumed that there is no correlation among the variables, so it is unnecessary to test the validity and reliability (Ghozali, 2011). Meanwhile, the second measurement is the structure of model (inner model), that is describing the correlation among latent variables based on substantive theory.

## 4. Results and Discussion

### 4.1. The Result Validity Testing of Reflexive Indicator (Outer Model)

The information sharing variable has valid 11 indicators. Then, The information quality variables there are 17 indicators are valid. The result of validity testing of reflexive indicator model is shown in Table 1.

**Table 1**  
 The Result of Validity Testing of Reflexive Model Indicators

Indikator	<i>Cross Loadings (Information Sharing)</i>	<i>Cross Loadings (Information Quality)</i>	Explanation
i1X1	0.858		valid
I2X1	0.800		valid
I3X1	0.841		valid
i4X1	0.787		valid
i5X1	0.637		valid
i6X1	0.755		valid
i7X1	0.803		valid
i8X1	0.794		valid
i9X1	0.816		valid
i10X1	0.578		valid
i11X1	0.633		valid
i1X2		0.554	valid
i2X2		0.610	valid

i3X2	0.567	valid
i4X2	0.687	valid
i5X2	0.650	valid
i8X2	0.597	valid
i9X2	0.547	valid
i10X2	0.576	valid
i11X2	0.509	valid
i14X2	0.581	valid
i15X2	0.693	valid
i16X2	0.600	valid
i17X2	0.530	valid
i18X2	0.541	valid
i19X2	0.654	valid
i20X2	0.573	valid
i21X2	0.572	valid

Source: Output of Data Processing, 2017

Meanwhile, the result of reliability testing of reflexive model indicators is shown in Table 2. The output result of Composite Reliability and Cronbach's Alpha on Table 2 shows that the score is above 0.70. Hence, it could be concluded that information sharing variable and information quality variable have good reliability.

**Table 2.**  
 The Result of Reliability Testing of Reflexive Model Indicators

	Composite Reliability	Cronbach's Alpha
Information Sharing	0.933	0.919
Information Quality	0.904	0.888

Source: Output of Data Processing, 2017

#### 4.2. The Result Validity Testing of Formative Model Indicator (Outer Model)

The formative model indicator is the supply chain management performance indicator, with bootstrapping procedure of data processing by using PLS. Of the 13 indicators of the supply chain management performance, all indicators accomplish the validity requirement. The formative model indicators have no the reliability testing. The result validity testing of the formative model indicator is shown in Table 3.

**Tabel 3**  
 The Result Validity Testing of Formative Model Indicator

Indikator	VIF	Keterangan
i1Y	1,503	valid
i2Y	2,005	valid
i3Y	2,015	valid
i4Y	1,617	valid
i5Y	1,710	valid
i6Y	1,616	valid

i7Y	1,704	valid
i8Y	1,710	valid
i9Y	1,782	valid
i10Y	1,853	valid
i11Y	1,621	valid
i12Y	2,152	valid
i13Y	1,977	valid

Source: Output of Data Processing, 2017

#### 4.3. The Result of Structural Model (Inner Model)

After testing the validity and reliability of research instrument, in which there are indicators (statements dropped from the model), then the valid and reliable indicators are analyzed further by using structural model (inner model) to predict the causality among the research variables.

##### 4.3.1 The Influence of Information Sharing and Information Quality simultaneously on Supply Chain Management Performance

Based on Table 4, the score of R-square ( $R^2$ ) is 0,688. It means that the influence of information sharing and information quality simultaneously on the variable of supply chain management performance is 68.8%. Meanwhile, the residue is 31.2 % (100% - 68.8%) is explained by other variables outside the research.

**Table 4**

The Result of Testing Influence Information Sharing and Information Quality Simultaneously on Supply Chain Management Performance

Variable	R-Square
Supply Chain Management Performance	0.688

Source: Output of Data Processing, 2017

While the power score of the variable of information sharing and information quality ( $f^2$ ) on Table 5, respectively for the predictor variable, the scores are 1.282 and 0.539 (above 0.35), the scores show that both the influence of information sharing and information quality have strong influence level on supply chain management performance.

**Table 5**

The Result of Testing Degree of Power Influence Information Sharing and Information Quality Simultaneously on Supply Chain Management Performance

Variable	f-Square
Information sharing	1.282
Information quality	0.539

Source: Output of Data Processing, 2017

#### 4.3.2. The Influence of Information Sharing and Information Quality Partially on the Supply Chain Management Performance

Based on Table 6, the score of path coefficients of information sharing variable to supply chain management is 0.644. This value also means the influence of information sharing on the performance of the supply chain management is 64.4%.

**Table 6.**  
 The Result of Testing Influence Information Sharing and Information Quality Partially on Supply Chain Management Performance

	Information Sharing	Information Quality	SCM Performance (Path Coefficients)
Information Sharing			0.644
Information Quality			0.417

Source: Output of Data Processing, 2017

While the score of the path coefficients of variable information quality on the performance of supply chain management is 0.417, it means that the influence of information quality on the supply chain management performance is 41.7%.

#### 4.4 The Result of Hypothesis Testing

Hypothesis testing is conducted after testing model feasibility. The results of the feasibility test are as follows:

The determination coefficients ( $R^2$ ) is 0.688. This score shows that the model is strong (more than 0.67). Then, the score of  $Q^2$  (Predictive Relevance) is 0.688 ( $Q^2 = 1 - (1 - R^2)$ ). The score of  $Q^2$  is  $0.688 > 0$  and more than 0.35, it shows that the model has a strong predictive relevance to test of construct or latent variables in this research. The goodness of Fit Index (GoF) is gained from the calculation:  $GOF = \sqrt{AVE \times R^2}$ . The score of Average Variance Extracted (AVE) from Table 7, is 0.468, then score of GOF is 0.567, this score indicates that the model feasibility is high (higher than 0.36). Of testing  $R^2$ ,  $Q^2$  and GoF, it could be seen that the model established are robust (strong). So, the hypothesis testing can be conducted.

**Table 7**  
 The Result of Goodness of Fit

	AVE
Information sharing	0.356
Information quality	0.580
Average of AVE	0.468

Source: Output of Data Processing, 2017

**Table 8**  
 The Result of Simultaneous Testing (Test F)

F statistic	F table	Comparison	Decision
106.965	3.09	F statistic > F table 106,965 > 3.09	H1 is accepted It means, there is positive influence between information sharing and information quality simultaneously on the supply chain management performance

Source: Output of Data Processing, 2017

According to the Table 8, the F test results that F statistic > F table (106.965 > 3.09), which means that the first hypothesis which states there is a positive influence between information sharing and information quality simultaneously on the supply chain management performance is proven. Although, there are still many other determinants that influence the performance of the supply chain management.

**Table 9**  
 The Result of Partial Testing (Test t)

Variable	t statistic	t table	Comparison	Decision
Information Sharing	10.603	1.66	t statistic > t table 10.603 > 1.66	H1 is accepted It means that information sharing is positively effected toward supply chain management performance
Information Quality	5.842	1.66	t statistic > t table 5.842 > 1.66	H1 is accepted It means that information quality is positively effected toward supply chain management performance

Source: Output of Data Processing, 2017

According to Table 9, the results of t test for information sharing variable, t statistic > t table (10.603 > 1.66), which means that the second hypothesis which states there is a positive influence between information sharing on the supply chain management performance is proven. As for the variable information quality t statistic > t table (5.842 > 1.66), which means that the third hypothesis which states there is a positive influence between the information quality on the supply chain management performance is proven.

## 5. Discussion

In this research, there are three hypotheses were tested by used one-tail hypothesis testing with the significant level of 5%, for the simultaneous test, the hypothesis is accepted if F statistic > F table and it is rejected If F count < F table. Based on Table 8, there is positive influence between information sharing and information quality simultaneously on the supply chain management performance, that means the more precise the information sharing and the higher information quality, then the higher the level of the supply chain management performance. This hypothesis result is consistent with Anatan and Ellitan (2008) who found

that information sharing and information quality have an impact on supply chain performance.

Then for the partial test, the hypothesis is accepted if  $t$  statistic  $>$   $t$  table and rejected if  $t$  count  $<$   $t$  table. Based on Table 9, for information sharing variable, there is positive influence between information sharing on the supply chain management performance. It means that the more precise the information sharing, the higher the level of the supply chain management performance. This partial test result is in line with the result Fawcett's research (2007) who stated that two dimensions of information sharing (connectivity and willingness) are the important elements to improve the supply chain management performance. According to Table 9, for information quality variable, there is positive influence between the information quality of the supply chain management performance, which means that the higher information quality, the higher the level of the supply chain management performance. The result is consistent with Wiengarten' research (2010) that showed when quality information is high; it has a stronger positive effect on operational performance. However, when the quality of information is low, it does not improve operational performance.

The research results describe that sharing information is one important element in the management of supply chain due to the sharing of information will facilitate the activities along the supply chain. Information sharing is a part of the information flow that is important because it provides a mechanism for the coordination and integration of processes or activities along the supply chain, information becomes the basis of the implementation process and the basis for supply chain managers in making decisions. Sharing of information has an impact in supply chain management, depending on what information is shared, when and how it is shared, and with whom the information is shared. In other words, sharing good information guarantees the accuracy of running a system and planning both production planning and control materials that will effect toward supply chain management performance.

In the supply chain management practice, two aspects namely the quality and quantity of the information sharing have the equal importance level. However, when practicing to produce the accuracy of information sharing and the quality of good information, companies classified as SMEs (small and Medium Enterprises) always face several constraints. If the large-scale enterprises have been utilizing an integrated information system in its supply chain with information technology, the SMEs scale companies tend to still use unsophisticated information technology. It is because of the capital constraints and the less ability of human resources to run the information technology system.

To overcome these constraints, various policies of the parties are necessary of the supply chain. It could be done by determining the right supply chain integration options by considering some of the things such as the characteristic of produced products and services including volume, complexity, transactions and business processes. The constraints also could be solved by the intervention of the government by giving loans with low interest. Furthermore, providing facilitators to improve the ability of information technology provision and education and training concerning with information systems for the human resources as the subjects or agents of the SMEs to increase the information technology used in supply chain management are appropriate to solve the constraints.

## 6. Conclusions and Recommendations

The research result simultaneously shows that the more precise information sharing and the higher information quality, then the higher the level of supply chain management

performance in the tannery industry in Garut. Then, it partially indicates that the proper information sharing, the higher the level of supply chain management performance in the tannery industry in Garut. Next, the higher the information quality, the higher the level of supply chain management performance in the tannery industry in Garut.

For further research is recommended to use different dimensions for each variable, hence the comparison obtained is more comprehensive about the influence of information sharing and information quality on the supply chain management performance. Besides that, the research recommended to conducted in other types of SME such as in trade, agriculture and business services, particularly on the types of businesses that have implemented a formal practice of supply chain management with a wider area coverage.

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