

THE ROLE OF SUPPLY CHAIN INFORMATION SHARING ON BUSINESS PERFORMANCE: CASE OF FASHION COMPANIES IN PEKALONGAN, INDONESIA

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Abstract: The creative industry in Indonesia is currently experiencing very rapid development. One creative industry that always has high opportunities and potential is the fashion industry. The fashion industry can boost the economy and the fashion industry is one of the key factors in creative growth which covers 17 percent of the creative economy in Indonesia and has the potential to open up job opportunities and increase income. This gives rise to intense competition between companies. Companies are trying to maintain their advantages to face increasingly competitive competition, especially in managing supply chains. In the industrial era 4.0, supply chain processes can be integrated optimally with lower costs and shorter implementation times in sharing information. This research aims to determine the effect of supply chain integration sharing, supply chain integration, operational performance, and business performance with the research object of fashion companies in Pekalongan. This research uses quantitative methods and uses SEM analysis using SPSS and AMOS software. This research sample consists of 150 respondents and has 4 variables. The results of this research show that supply chain information sharing has a positive effect on supply chain integration and operational performance. Supply Chain Information Sharing has no a positive effect on business performance. Supply chain integration has a positive effect on business performance and operational performance. Operational performance has a positive effect on business performance.

Keywords: Supply Chain Information Sharing, Supply Chain Integration, Operational Performance, Business Performance

INTRODUCTION

The creative industry in Indonesia is experiencing rapid growth, having a positive impact on the country's economy (Sunggoro, 2023). The role of the creative industry has important significance in global economic growth, including at the small and medium enterprise level. Building a creative economy is not an easy task, because it can be faced with various obstacles, both from policies and the attitudes of entrepreneurs in it (Kompasiana, 2020). The fashion industry is a sector that has great opportunities and is a key factor in creative growth, covering 17 % of the creative economy in Indonesia (Anwar, 2022). This potential opens up job

opportunities and increases income, but also gives rise to fierce competition between business actors to maintain excellence amidst increasingly fierce competition. Competitive advantage in business competition is needed for companies to survive in market competition, supply chain management is one strategy that can do this (Kibtiah & Wahyuningsih, 2019).

In the industrial era 4.0, supply chain processes can be integrated optimally with lower costs and shorter implementation times. The implementation of Industry 4.0 technology provides increased response speed and

encourages innovation. Information is very important for all companies in running their business smoothly. This is supported by Indonesia being in the top 3 world consumers, which indicates that the fashion industry has a large contribution to the economy. So, to support all these things, supply chain information sharing (SCIS) is needed. Supply chain integration (SCI) to be able to meet all needs in the current fashion industry and take advantage of all existing opportunities to maximize the business performance of every fashion brand in the industry.

Central Java occupies the third position as the largest province in Indonesia, after West Java and East Java, with a population reaching 37,032,400 people (BPS J.T, 2022). The population level in Central Java is also a driving force for companies in the fashion industry to be able to optimize and publish their work, especially in the fashion sector in Central Java. Central Java Province has a total number of industries in 2023 with a total of 236,788. Where 66.57% comes from the fashion industry, namely the textile and apparel industry. The growth of the national and global economy is supported by the presence of the creative industry. Especially in Pekalongan City, where Pekalongan is a city in Central Java which is ranked 4th largest in industry with a total number of industries of 15,377 (BPS J.T, 2023). Where 66.57% comes from the fashion industry, namely the textile and apparel industry. Pekalongan, which is known for its various centers of batik crafts, weaving and culinary delights, provides inspiration for other cities. Pekalongan achieved the distinction of being the first city in Indonesia to become part of the World Creative Cities Network. UNESCO recently recognized 28 cities from 19 countries as new members of the network, increasing the total number of members to 69 cities (DPM PTSSP Pekalongan City , 2023). This condition creates an ecosystem that supports the development of the fashion entrepreneur community in Pekalongan. Fashion

entrepreneurs in Pekalongan are not only involved in traditional fabric production but have also penetrated various segments of the fashion industry, including clothing design, convection, and distribution of fashion products. Chen et al. (2019) conducted a study with the aim of investigating the influence of supply chain information sharing (SCIS), supply chain integration (SCI), and operational performance on business performance, with a focus on textile companies. By using a purposive sampling method in taking samples and applying Structural Equation Modeling (SEM) data analysis techniques using AMOS software. The research results show that supply chain information sharing (SCIS) has a significant influence on supply chain integration (SCI). Apart from that, SCIS also has a significant influence on operational performance, while not having a significant influence on business performance. On the other hand, supply chain integration (SCI) is proven to have a significant influence on operational performance and business performance. Apart from that, operational performance is also proven to have a significant influence on business performance. The sampling method used in this research was purposive sampling, while data analysis was carried out using Structural Equation Modeling (SEM) techniques via AMOS software.

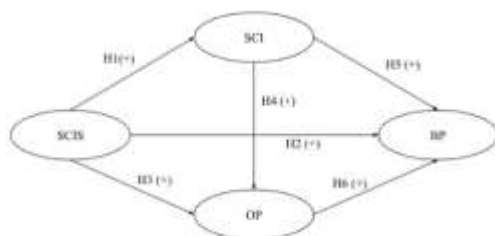
According to Puspita & Surjasa (2023) who conducted research with the same variables as research conducted by Chen et al. (2019). Where there are independent variables such as Supply Chain Information Sharing (SCIS) , Supply Chain Integration (SCI) , operational performance, and supply chain agility. Meanwhile, the dependent variable is business performance. The object of his research is the fashion batik industry in Thamrin City, Jakarta. Where all existing hypotheses have a significant influence.

Based on research by Chen et al. (2019); Puspita & Surjasa (2023) found that there were differences in the results of the influence of the Supply Chain Information Sharing (SCIS) variable on Business Performance. The research results of Chen et al. (2019) stated that Supply Chain Information Sharing (SCIS) had no positive effect on Business Performance, while the research results of Puspita & Surjasa (2023) stated that Supply Chain Information Sharing (SCIS) had a positive effect on Business Performance. The trigger for this research was carried out because of the differences in results from the two previous journals which created a research gap between the two journals. Some of the independent variables used are Supply Chain Information Sharing (SCIS), Supply Chain Integration (SCI), and operational performance.

CONCEPTUAL FRAMEWORK AND RESEARCH METHODOLOGY

The model used in this study adopted the research model conducted by Chen et.al (2020). The focus of this research model in figure 1 is to examine the effect of supply chain integration sharing, supply chain integration, operational performance, and business performance with the research object of fashion companies in Pekalongan.

Figure 1 Reasearch Framework



Source: Chen et.al (2020)

Supply Chain Information Sharing (SCIS) is information sharing between internal functions in the company and information sharing between supply chain

partners when transacting and collaborating, so it can carry out processes in the supply chain (Chen et al., 2019) Information Sharing will strengthen supply chain integration and increasing integration in the supply chain. Information Sharing plays an important role in the fashion industry, especially within large companies, in this case including companies whose supply chains are integrated, which allows companies to remain competitive, adapt to rapidly changing trends, and meet customer demands effectively.

Olhager et al., (2016) in Puspita & Surjasa (2023) define Supply Chain Integration (SCI) as a concept that links inventory planning, demand forecasting, logistics integration and services with consumers. Ivanov et al., (2018) stated that supplier integration is a key parameter in assessing the flexibility of a manufacturing company, therefore it can be concluded that Supply Chain Integration has a positive impact on business performance.

Daft (2010) in Putera et al., (2021) defines operational performance as a field of management that focuses on the production of goods and services and uses certain tools and techniques to overcome production problems. A company's operational performance needs to successfully integrate various aspects well to meet consumer needs and preferences, which will provide benefits to the process. So, Supply Chain Integration has a positive and significant effect on operational performance.

Business performance according to Prasetyo (2013) in Puspita & Surjasa (2023) is a collection of results from activities carried out within the company. Currently, fashion companies use supply chain integration as the backbone of efficient operations, reducing costs and increasing customer satisfaction (Sampson, 2023). In this highly competitive and consumer-driven sector of the fashion industry, where trends change rapidly, integrating supply chains helps companies coordinate

functions such as design, procurement, production, and distribution smoothly.

Based on the background of the problem, this research is a replication of the research model of Chen et al. (2019), the hypothesis proposed is as follows:

H1. Supply Chain Information Sharing (SCIS) has a positive effect on Operations Performance Fashion Companies in Pekalongan

H2. Supply Chain Information Sharing (SCIS) has a positive effect on Business Performance Fashion Companies in Pekalongan.

H3. Supply Chain Information Sharing (SCIS) has a positive effect on Operations Performance Fashion Companies in Pekalongan.

H4. Supply Chain Integration (SCI) has a positive effect on Operations Performance Fashion Companies in Pekalongan.

H5. Supply Chain Integration (SCI) has a positive effect on Business Performance Fashion Companies in Pekalongan.

H6. Operational Performance has a positive effect on Business Performance Fashion Companies in Pekalongan.

This research uses basic research. This research is included in basic research because this research tests, changes, and develops theories from previous research. This type of research is also carried out using causal methods or causal research. The causal method is research that explains cause and effect. The causal method also aims to determine the relationship between two or more variables (Sugiyono, 2010). This method is used to test the influence of variables that refer to the main journal, namely Supply Chain Information Sharing (SCIS), Supply Chain Integration (SCI), Operational Performance, and Business Performance. Furthermore, based on this research method it also uses quantitative research.

The type of research data used is primary data obtained from respondents who are owners or employees of fashion companies in Pekalongan whose companies have been established for at

least 3 years. and have a minimum of 50 employees working for the company. Respondents have at least held a middle-level manager position, have worked for at least 1 year and filled out a questionnaire regarding the Influence of Supply Chain Information Sharing on Business Performance in Fashion Companies in Pekalongan. The population used in this research are fashion companies that are included in the textile and textile product industry in Pekalongan, where the fashion companies in question are companies that produce yarn into fabric and process it again to become fashion products such as sarongs, trousers, clothes, and others. Data collection in this research used a questionnaire, which was distributed using Google Forms or directly in the form of a questionnaire.

The level of measurement used in this research is interval level, namely the level of measurements carried out at the same distance and with significant differences in scale. The interval level used in this research uses a scale numeric (1-5). If the respondent chooses a smaller number, it means they strongly disagree with the statement, while choosing a larger number means the respondent agrees more with the statement in the questionnaire.

This research used two data tests, namely testing 30 questionnaire data, and testing a total of 150 respondents. Initial testing of 30 samples was carried out to see whether the questionnaire distributed could be used to measure the variables to be studied, in this case a validity and reliability test would be carried out using IBM SPSS Statistics 22 software. Next, testing using a maximum of 150 respondents is used to analyze or research the hypothesis whether it is in accordance with the results obtained. The data processing method that will be used in this research is Structural Equation Modeling (SEM), using AMOS 22.0 software.

RESULT AND DISCUSSION

In this research, questionnaires were distributed to respondents using Google Forms and directly. with a total of 150 respondents. The characteristics of respondents in this study are companies that have a form of a length of establishment company, number of employees, department position, job position, and annual sales company.

Table 1 shows data on the length of time a fashion company has been established. Fashion companies that have been established for 3 - 9 years have 41 people or 27.3%. Fashion companies that have been around for 10 - 15 years have 60 people or 40%. There are 49 fashion companies that have been established for > 15 years or 32.7%. The number of employees is dominated by company that have 100 - 499 employes.

Table 1. Length Of Establishment Company and Number Of Employees

Established	Qty	Number of Employees	Qty
3 - 9 years	41	50 - 100 Employes	32
10 - 15 years	60	100 - 499 Employes	61
> 15 years	49	500 - 1000 Employes	36
Total	150	> 1000 Employes	21

Table 2 shows the positions of the respondents who filled out the questionnaire. respondents with the position from operational departement and position of head of departement in fashion companies are the most filling questionnaires.

Table 2. Respondent's Departement and Job Position

Development Position	Qty	Job Position	Qty
Owner / CEO	28	Owner / CEO	27
General Manager	12	COO	9
Operations Department	43	CFO	8
Marketing Department	26	CMO	8
Finance Department	22	General Manager	12
Logistics Department	17	Head of department	86
Others (Product Development Departement)	2		
Total	150		150

Table 3 shows the annual sales of the responden's company who filled out the questionnaire. respondents with a company that has annual sales of more than 15 billion rupiah are the most filling questionnaires.

Table 3. Annual sales

Annual Sales	Qty
< Rp. 2.000.000.000	20
Rp. 3.000.000.000 - Rp.7.000.000	28
Rp. 7.000.000.000 - Rp.15.000.000	40
> Rp. 15.000.000.000	62
Total	150

In Structural Equation Modeling (SEM), the initial phase involves constructing the measurement model, which serves as the primary step to evaluate validity and reliability. The adequacy of the measurement model is determined by assessing its adherence to the criteria outlined by the goodness of fit index (GOF). Subsequently, validity and reliability assessments are conducted through standardized loading analysis to ascertain the precision of each indicator, a process that may involve the utilization of metrics such as Average Variance Extracted (AVE) and Construct Reliability (CR). This meticulous evaluation process ensures the robustness and accuracy of the measurement model before proceeding with further analyses.

Table 4. Measurement Model Fit Test Results

Goodness of Fit Index	Match Criteria	Result	Information
CMIN/DF	CMIN/DF ≤ 3.0	1,134	Good Fit
RMSEA	RMSEA ≤ 0.08	0.030	Good Fit
GFI	GFI ≥ 0.90	0.932	Good Fit
CFI	CFI ≥ 0.95	0.992	Good Fit
TLI	TLI ≥ 0.95	0.989	Good Fit

The results of the measurement model fit test, as presented in Table 1, indicate that all indicators in the Goodness of Fit Index exhibit values meeting the criteria for a good fit. Specifically, the CMIN/DF, RMSEA, GFI, CFI, and TLI indices all demonstrate characteristics of a good fit, signifying that the adjusted measurement model effectively captures the relationship between the indicator variables and their constructs.

Consequently, the alignment between the measurement model and the collected data can be deemed satisfactory, thereby validating the successful adaptation of the preceding model.

Table 5. Structural Model Fit Test Results

Goodness of Fit Index	Match Criteria	Results	Information
CMIN/DF	CMIN/DF ≤ 3.0	1,680	Good Fit
RMSEA	RMSEA ≤ 0.08	0.068	Good Fit
GFI	GFI ≥ 0.90	0.906	Good Fit
CFI	CFI ≥ 0.95	0.959	Good Fit
TLI	TLI ≥ 0.95	0.946	Good Fit

After completing the measurement model, the SEM analysis process continues with structural model testing. Structural models are a method for testing hypotheses and determining whether the hypothesis is supported or not. Evaluation of the suitability of the Goodness of Fit Index values in the structural model is needed to determine whether the hypothesis can be supported or not supported. Below in table 5 are the results of the structural model suitability test.

Based on the findings extracted from Table 5, which delineates the outcomes of structural model suitability testing, it has been determined that all evaluations conducted on the Goodness of Fit Index have consistently demonstrated a commendable level of suitability. Specifically, the CMIN/DF, RMSEA, GFI, CFI, and TLI indices collectively exhibit a high degree of fit within the structural model, underscoring its robustness and efficacy in accurately capturing the underlying relationships among the variables under scrutiny.

A detailed analysis of this can be found in Table 6, which contains data from

hypothesis testing results and provides a comprehensive picture of the relationship between the variables being tested.

Table 6. Hypothesis Testing Results

Hypotheses	Std. estimate	CR	P-Value	Result
H1: SCIS → SCI	0,409	5,969	***	Supported
H2: SCIS → BP	-0.257	1,999	0.046	Not Supported
H3: SCIS → OP	0.659	5,969	***	Supported
H4: SCI → OP	0.508	4,541	***	Supported
H5: SCI → BP	0.315	1,968	0.049	Supported
H6: OP → BP	0,664	4,265	***	Supported

The hypothesis is declared supported because it shows a direction of influence that is consistent with the test results, and furthermore, has a significance value that meets the predetermined criteria, namely the value $|CR| \geq 1.96$ or $P\text{-value} < 0.05 (**)$ or $P\text{-value} < 0.001 (***)$. This is reflected in the standard estimate value obtained through data processing using AMOS software, as recorded in Table 3.

By detailing these results, it can be concluded that there are 5 supported hypotheses and 1 unsupported hypothesis. This shows that there is a significant influence between the variables tested in hypotheses 1,3,4,5, and 6 in accordance with the previously formulated research framework, while hypothesis 2 is better.

In table 6 shows data from hypothesis testing. It is known that in hypothesis H1, namely the relationship between the supply chain information sharing variable and supply chain integration has a significant relationship with a positive influence with a standardized estimate value of 0.363 and a critical ratio (CR) of 5.969 and a p-value < 0.001 . Thus H1 from this research is supported. Apart from that, the results of this study are in accordance with the

research results of Chen et.al (2019). Hamidin and Surendro (2010), stated that Supply Chain Integration is an activity to improve relationships in each supply chain, provide facilities for making decisions, can create value and transfer stages from suppliers to final customers in operating the flow of information, knowledge, equipment and physical assets. In fact, in the fashion industry in Pekalongan, the influence of supply chain information sharing on supply chain integration is a critical element in maintaining competitiveness and operational efficiency. When fashion industry players share information regarding the supply chain, including market trends, consumer demand, and raw material availability, this facilitates better integration across the production and distribution process.

Supply Chain Information Sharing has a positive influence on business performance with a standardized estimate value of -0.257 and a critical ratio (CR) of 1.999 and a p-value of 0.046, thus H2 from this research is supported. These results are not in accordance with the results of research conducted by Chen et.al (2019) but are in accordance with the results conducted by Puspita & Surjasa (2023). According to (Simatupang & Sridharan in Yaqoub, 2012) Information Sharing is the act of exchanging information between supply chain members to obtain, protect and convey information needed in the decision-making process, aimed at increasing effectiveness and strengthening relationships between supply chain members, while reducing the risk of bottlenecks in business operations. Based on the results of research on Supply Chain Information Sharing for fashion companies in Pekalongan proven to have no influence on Business Performance, interestingly the results of this research show that sharing information with supply chain partners alone is not always enough for Business Performance. If information in the supply chain is integrated efficiently, this will have a positive impact on the business

performance of fashion companies because all elements are connected and interact synergistically. However, this has no effect due to several things such as lack of stakeholder involvement, uncertainty in changes in demand, lack of collaboration and coordination, and the complexity of the technology and integration systems used.

Based on the results of hypothesis H3, it can be concluded that supply chain information sharing has a positive influence on operational performance with a standardized estimate value of 0.466 and a critical ratio (CR) of 5.969 and a p-value < 0.001. thus, H3 of this study is supported. The results of this research are in accordance with the research results of Chen et.al (2019). For a fashion company, information sharing shows the results that various information will increase the company's response ability and obtain a high inventory turnover rate (Huo et al., 2016). In the context of the fashion industry in Pekalongan, the influence of supply chain information sharing on operational performance is an important aspect in increasing the efficiency of production processes and supply chain management. The practice of sharing information regarding raw material supplies, design progress, and production status among industry players such as manufacturers, designers, and suppliers, allows for closer collaboration.

Based on the results of hypothesis H4, it can be concluded that supply chain integration has a positive influence on operational performance with a standardized estimate value of 0.637 and a critical ratio (CR) of 4.541 and a p-value < 0.001, thus H4 from this research is supported. These results are in accordance with the results of research conducted by Chen et.al (2019). Hamidin and Surendro (2010) argue that Supply Chain Integration is combining activities within a company aimed at improving relationships in the supply chain, facilitating decision making, creating value, and flowing information from upstream to downstream, all with the

aim of satisfying consumers. In the fashion industry in Pekalongan, Supply Chain Integration (SCI) has a significant impact on Operational Performance, playing a central role in improving overall operational efficiency and performance. Supply chain integration creates a close link between various stages of production, from design, manufacture, to distribution of fashion products. This close collaboration allows industry players to manage all operational processes more effectively.

Hypothesis H5 results in the conclusion that supply chain integration has a positive influence on business performance with a standardized estimate value of 0.289 and a critical ratio (CR) of 1.968 and a p-value of 0.049, thus H5 from this research is supported. These results are in accordance with the results of research conducted by Chen et al. (2019) . Supply Chain Integration shows a stage of overall cooperation between the company, suppliers and buyers, if managed well, there will be increased efficiency in company operations and can increase company profits and create satisfaction for all parties (Setiawan and Rahardian, 2005). In reality, the fashion industry in Pekalongan, Supply Chain Integration (SCI) shows a substantial influence on Business Performance , becoming the main pillar in achieving overall business success. This integration forms a close collaboration network between stakeholders, including designers, manufacturers, suppliers, and distributors in the supply chain. Through supply chain integration, interconnected information regarding market demand, raw material supplies and production status can move efficiently between industry players. The entire business process, from production planning to product distribution, can be carried out in a more coordinated manner. This helps increase responsiveness to changes in market demand, minimizes uncertainty, and in turn, makes a positive contribution to business performance.

Furthermore, it can be concluded that operational performance has a positive influence on business performance with a standardized estimate value of 0.766 and a critical ratio (CR) of 4.265 and a p-value < 0.001, thus H6 from this research is supported. These results are in accordance with the results of research conducted by Chen et al. (2019). Yuet et al., (2013) argue that improving operational performance, which includes aspects of quality, on-time delivery, customer satisfaction and flexibility, can be a guaranteed factor in improving business performance. The importance of operational performance in fashion companies in Pekalongan is crucial in determining the success of overall business performance. Optimal operational performance includes efficiency in each production stage, accurate inventory management, and good organization in the distribution process. When operational performance is managed well, companies can avoid excess stock or inventory shortages, which in turn can affect customer satisfaction and brand reputation. Good operational performance also has a positive impact on productivity, reducing production time and operational costs. Efficient and timely production processes can provide a competitive advantage, allowing companies to respond quickly to changing fashion trends and market demands. This, ultimately, can increase competitiveness and business growth.

CONCLUSION

This research discusses the influence of Supply Chain Information Sharing on Business Performance in fashion companies in Pekalongan. This research aims to help respondents, in this case fashion companies, to see whether the fashion company has carried out the function of its supply chain system well, especially in terms of sharing information about its supply chain with suppliers and customers. So that in the future the supply chain system of fashion companies can be

better, and respondents can also find out the weaknesses of the system used through research indicators. And the research results obtained can be applied by the respondents.

Based on the research that has been carried out, there are results that have been presented in the previous chapter. The conclusion was obtained that of the 6 hypotheses that had been tested using SEM via the AMOS approach, there were 5 hypotheses that were supported and 1 that was not supported. The following is a description of the hypothesis results.

1. Supply Chain Information Sharing has a positive influence on Supply Chain Integration
2. Supply Chain Information Sharing does not have a positive influence on Business Performance
3. Supply Chain Information Sharing has a positive influence on Operational Performance.
4. Supply Chain Integration has a positive influence on Operational Performance
5. Supply Chain Integration has a positive influence on Business Performance
6. Operational Performance has a positive influence on Business Performance

Recommendations for fashion companies in Pekalongan, based on this research, it was found that the Information Sharing with Customer variable in fashion companies in Pekalongan has the lowest mean indicator value when compared with other statements, especially the statement "Customers share inventory levels with our main customers." Therefore, the company needs to provide a more detailed explanation or expose information related to inventory levels better so that customers can understand information related to the company's inventory levels and make it easier for customers to plan. This step can simplify the process of disseminating

information, especially when problems occur related to company inventory.

Recommendations for further research are that this research only follows the research model of previous researchers so that it does not add a control variable, namely Firm Size, in this research. Therefore, in subsequent research, the firm size control variable is included by adding it to the research model. This research only tests whether there is an influence between the independent variable and the dependent variable. Therefore, in future research calculations can be included for calculating control variables so that the influence provided can be more clearly seen. Due to limited sample size, this research involved 150 respondents as samples. For future research, it is recommended to utilize a larger sample and involve a wider population coverage to obtain more representative results.

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