

28. The Effect of Purchasing Strategy Creativity and Supply Chain Practices on Business Performance

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The Effect of Purchasing Strategy Creativity and Supply Chain Practices on Business Performance

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The current global competition has forced manufacturing companies to implement purchasing strategies in the pursuit of competitive advantage. The ability of the company to integrate the supply chain enables the company to provide the effectiveness and efficiency in the business process of the company. This research examines the effect of purchasing strategy, supply chain practices, and green supply chain on business performance. The study collects data from 107 manufacturing companies in East Java, Indonesia, which has a deep concern for a green environment. Data collection used a questionnaire designed with a five-point Likert scale. Data analysis used the PLS technique. The results found that all indicators of each variable are considered valid and reliable. Hypothesis testing found that purchasing strategy had a significant impact on supply chain management practices and green supply chains, but did not have a direct impact on economic performance. Supply chain management practices does not have an impact on green supply chain management but does have an impact on improving economic performance. The green supply chains also have an impact on economic performance. This finding provides an insight for the practitioner on how to improve firm performance. This study also contributes to the current research in supply chain management.

Key words: *Purchasing Strategy, Supply Chain Practices, Green Supply Chain, Economic Performance*

1. Background

Company performance is one of the determining factors in a company for being sustainable or not. Company performance is the achievement of an organisation's goals in terms of profitability, sales growth, market share, and the achievement of the company's strategic goals. Overall, company performance reflects management performance or internal performance, such as operational, financial, and service performance (Al-Shboul et al, 2017; Hussain et al, 2018). Companies need to pay attention to their supply chain management in order to maximise



company performance. Supply chain management includes a set of functional entities and practices to improve the long-term competitive performance of individual companies and the overall supply chain by integrating internal functions within the company and connecting them with external operations of suppliers, producers, distributors, customers and other stakeholders (Gorane & Kant, 2016).

Furthermore, implementing supply chain practice requires cross-functional integration within the company and external integration with suppliers and customers. Supply chain practice can improve the company's performance on an ongoing basis as the company can maintain efficiency and effectiveness along with the company's supply chain flow in achieving the stated goals (Cook et al, 2011). *Supply Chain Practice* is a form of implementation of an activity program providing performance improvement through the supply chain (Al-Shboul et al, 2017).

Supply Chain Practice helps a company build a competitive advantage compared to its competitors. Internal supply chain practice starts with the process of procuring raw materials. Supply chain practices are determined by manufacturing companies related to purchasing, including information sharing with suppliers, long-term relations with suppliers, and supply network structures for the source material (Cook et al, 2011).

The ability of the procurement department of the company to build a good partnership with the supplier can provide affordable raw materials following production needs. The function of the procurement department has a significant role in building company competitiveness for creatively searching for suitable suppliers. The functional purchasing strategy is used to determine purchasing policies and the overall ability to guide and enable the entire company in its purchasing activities (Yoon & Moon, 2019). A company's purchasing strategy enhances the efficiency and effectiveness of a company's operations. The purchasing strategy is something that requires creativity, which is a strategic and operative process of planning, implementing, evaluating, and controlling purchasing decisions. With purchasing strategy, companies can wisely make decisions related to purchasing activities. Companies can find out what they need by doing strategic planning before carrying out these buying activities (Tarigan et al, 2020). In summary, the company runs a business for sustainability by increasing the company's profit but also pay attention to environmental conditions. This concept can be realised by implementing a *Green Supply Chain* system. With the implementation of the green supply chain system, the company will pay more attention to the raw material or part procurement. Also, the production activities need to consider the impact of the purchase of any goods on the company's environmental conditions (Laosirihongthong et al, 2013). Green supply chain implementation in companies can reduce company waste and complies with applicable regulations (Hussain et al, 2018).

The study of the direct relationship between the two research concepts was directly suggested by previous research. Until now, the researchers' understanding had not yet encompassed the



four research concepts, namely economic performance, purchasing strategy creativity, green supply chain, and supply chain management practices simultaneously. This study conducts research on the impact of purchasing strategy creativity which is able to improve the company's economic performance by instating supply chain management practices and the green supply chain system. The novelty of the proposed research is how manufacturing companies are able to apply purchasing strategy creativity to influence supply chain management practices and green supply chains in order to improve economic performance.

2. Literature Review

2.1. Supply Chain Management Practices

Supply chain management is an integration of the flow of goods and services that starts with material suppliers, the manufacturing process in the company, and the continuous distribution process. Supply chain management creates an advantage for companies in increasing the use of internal and external resources of the company by empowering all components that exist along with the supply chain flow (Gorane & Kant, 2016). The company's ability to manage the supply chain will increase the effectiveness and efficiency of the company (Diabet et al, 2013) and enhances the competitiveness of the company with other similar companies, even for companies that produce substitute products. Supply chain management seeks to improve performance through the better use of internal and external capabilities to create smoothly coordinated supply chains to increase competition between companies (Croom et al, 2018). Companies can manage the supply chain by reducing the number of suppliers and building good partnerships with suppliers so that company needs can be appropriately met (Cook et al, 2011). The company can hand over some activities to a number of suppliers with a relatively higher number than the company's partners, which so far, many suppliers have been working on (Yoon & Moon, 2019).

SCM practices are a set of individual functional entities and practices to improve the long-term competitive performance of individual companies and supply chains by integrating internal functions within the company and effectively connecting with external suppliers, producers, distributors, customers, and other channel members (Thongrawd et al, 2020). SCM Practices are implemented by integrating functions within the company and external integration with suppliers and customers (Gawankar et al, 2017). Many companies are starting to realise that it is not enough if they want to increase efficiency only within the company and must consider the supply chain flow (Gorane & Kant, 2016). Various studies on SCMP all show that the main goal is to improve company performance. Al-Shboul et al (2017) state that supply chain practice at companies includes strategic supplier partnerships, levels of information sharing, quality of information sharing, customer relationship management, internal lean practice, postponement, and total quality management. In the research conducted by Gorane & Kant (2016), the measurement items used to measure high supply chain management practices implemented in manufacturing companies in India are organisational culture, customer



relations, information, and communication technology, benchmarking, lean and agile manufacturing, and supplier relationship. Cook et al (2011) suggested that supply chain practice involves information sharing, long term relationships, advanced planning systems, leveraging the internet, supplier and distributor network structure.

2.2. Green Supply Chain

Green Supply chain is a concept of supply chain management activities intended to improve the environmental performance of goods purchased from suppliers that supply raw materials (Saengchaia & Jermsittiparsert, 2020). Laosirihongthong et al (2013) state that the implementation of green supply in manufacturing companies can be divided into two categories, namely, proactive practice and reactive practice. The proactive practices are business activities carried out by the company by implementing the company's policies related to green purchasing, eco-design, and reverse logistics (Diabet et al, 2013). In contrast, activities that are not active and must be carried out by the company are the regulations and policies of the local government.

In the hospitality service industry, the implementation of green supply chain functions to reduce energy consumption and the use of environmentally friendly materials. Even the hotel states that hotels have implemented green hotels (Hussain et al, 2018). The sustainable supply chain has implications for business responsibilities related to social interaction, business environment, and economic responsibility regarding how the company can make improvements to the business environment and social impact of the company's internal business and company initiatives in developing suppliers and meeting customer demand (Wang & Dai, 2018). The integration of supply chain practice with the environment is said to be a green supply chain.

2.3. Purchasing Strategy Creativity

Procurement strategies are always oriented toward efficiency and can be divided into three types based on supplier relations: looking for efficiency in one transaction, looking for efficiency in a series of transactions with one supplier, or looking for efficiency in a series of transactions with many suppliers (Yoon & Moon, 2019). The current procurement strategy is always trying to produce environmentally friendly products so that several companies have the initiative to implement green purchasing practices (Laosirihongthong et al, 2013).

As such, it can build dimensions that illustrate the nature of the supply relationship as a basis for identifying various purchasing situations. Purchasing strategies in a company must be able to build goodwill with suppliers so that coordination is efficient, and suppliers can understand the material needs in the right amount and the right time (Siagian et al, 2020). The purchasing strategy is a strategic and cooperative process of planning, implementing, evaluating, and controlling purchasing decisions. Purchasing strategy indicators can be established by



establishing good negotiations with suppliers, involving suppliers in the company's operational processes, helping develop suppliers, continuously evaluating suppliers' capability to supply raw materials (Tarigan et al, 2020). Research by Siagian et al (2020) states that the measurement items used for strategic purchasing involve strategic decisions, and understanding the purpose of the purchase. The purchasing part is part of management, and the purchasing part builds a long-term relationship with suppliers.

2.4. Economic Performance

Business Performance is the ability of a business entity or company to carry out its business activities following established standards. Excellent company performance or performance can improve control within the company. Achievement of company goals that have been set indicates that the company has achieved the performance desired by company management. Business performance includes the ability to manage operational processes, the ability to manage the company's finances, and the ability to provide services for consumers. Research by Hussain et al (2018) states that sustainable supply chain performance has three dimensions, namely economic performance, environmental performance, and social performance. Economic performance is measured by improving sales and market share, decreasing operating expenditures, and efficiency in resource management. Business performance is applied to manufacturing companies by implementing green supply chains, namely environmental performance, economic performance, and intangible performance. Economic performance indicators are measured by profitability, savings in production costs, reduction in the cost of raw materials or company material components, and a reduction in company packaging costs (Laosirihongthong et al, 2013).

Performance in manufacturing companies related to the implementation of supply chain practice is measured by two dimensions of market share performance with items measuring the size of market share, growth of market share, and growth of sales. In contrast, financial performance is measured by item return on investment, growth return on investment, profit, and competitive position (Al-Shboul et al, 2017). Organisation performance measured in the implementation of supply chain management performance is time to market, delivery dependability, quality, cost, and profitability (Cook et al, 2011). Operational performance in manufacturing companies in implementing sustainable supply chain practices can be determined as an indicator in measuring it, including improved product design, improved process design, reduction in lead time, and improved product quality (Croom et al, 2018). Economic performance can be measured by increasing market share items, increasing profits, increasing company assets, increasing company sales, and increasing return on investment (Wang & Dai, 2018).



3. Relationship Between Concepts

The partnership is a purchasing strategy that integrates the company's activities with supplier activities. The company builds communication with suppliers on an incentive basis to obtain material needs (Tejigan et al, 2020). The implementation of the company's green supply chain management can have an impact on the company's purchasing strategy because it can help to improve the operational processes at the supplier in terms of more efficiency and effectiveness (Lee et al, 2012). The relationship between the purchasing strategy and green supply chain continues to run well because the company can focus on core competencies.

The design of green supply chain management in a company is related to the purchasing strategy set by the company in the purchasing department, which will focus on environmentally friendly products and products that use fewer resources. Products that are reduced in waste can be reused for the company and can be refined (Chen et al, 2012). The purchasing strategy in the hotel industry can have an impact on the implementation of the green supply chain related to green operations because green purchasing focuses on environmentally friendly materials. Employees think about the green environment and employees focus on occupational safety and health (Siagian et al, 2020). Based on this review, the first hypothesis can be determined:

H1: Purchasing strategy creativity influences the green supply chain.

Green purchasing that is determined by the company as a form of purchasing strategy is able to have an impact on the implementation of sustainable supply chain management practices. The company builds relationships with external parties, especially suppliers, to focus on environmentally friendly products (Saengchaia & Jernsittiparsert, 2020). The interaction developed by both parties is able to produce eco-design practices (Lee et al, 2012). Purchasing strategy as an effort for companies to hold raw materials by building good cooperation with suppliers through strategic supplier relationships and sharing information with suppliers is part of supply chain management practices and can improve company performance (Al-Shboul et al, 2017). Based on this argument, a second hypothesis can be established:

H2: Purchasing strategy creativity influences supply chain management practice.

The purchasing strategy adopted by a company with a low-cost strategy is not able to provide an increase in economic business performance. This shows that companies that focus on the procurement of cheap raw materials or components are not able to have an impact on increasing economic business performance (Laosirihongthong et al, 2013). So, to explain business performance, it seems necessary to take into account the strategic behaviour of the purchasing function. The purchasing strategy set by the company is able to provide an increase in the company's competitiveness by bringing up company performance as measured by the potential of the company's suppliers, developing company suppliers, making contracts with company



suppliers and building long-term relationships with suppliers (Tarigan et al, 2020). Based on this description, a third hypothesis is proposed:

H3: Purchasing strategy creativity influences economic business performance.

The ability of companies to implement global supply chain management practices, such as supply chain management practices that are environmentally friendly, green purchasing, and eco-design, will have an impact on the implementation of the green supply chain (Lee et al, 2012). The company's activities practically manage the supply chain by considering the company's functions externally and internally and will be able to build a green supply chain by producing green products through green design, green purchasing, green marketing and service. It will even be able to build a green supply chain strategy (Chen et al, 2012). Based on this discussion, the fourth hypothesis is proposed as follow:

H4: Supply chain management practices influence the green supply chain.

Companies implementing supply chain management practices can provide performance improvements for manufacturing companies (Al-Shahul et al, 2017). *Supply Chain Management Practice on Business Performance*, that is, supply chain integration synergises a series of company components and partners, such as warehouses, suppliers, distributors, factories, and various other business units, to create effective distribution dynamics as measures of cost efficiency in production and customer satisfaction. Implementation of supply chain management practices in sharing information with suppliers, building long relationships with suppliers, and supply network structure in the company can provide improved company performance (Cook et al, 2011). Socially sustainable orientation practices in supply chains in manufacturing companies have an impact on the company's operational performance (Croom et al, 2018; Chen et al, 2012). Supply chain practice can improve business performance in manufacturing companies (Tarigan et al, 2019). Based on this argument, the fifth hypothesis can be established:

H5: Supply chain management practices have a positive effect on business performance.

Green Supply Chain in the hospitality industry has an impact on improving sustainable performance consisting of economic performance, environmental performance, and social performance (Hussain et al, 2018). Sustainable supply chain practices related to the environment can be said to be a green supply chain capable of having a positive impact on improving company performance, as it consists of economic performance, social performance, and environmental performance (Wang & Dai, 2018). Research by Sawankar et al (2017) shows that the green supply chain related to environmental practice provides an increase in company performance, in this case, environmental performance and social performance.



Diabat et al (2013) explore the relationship between Green Supply Chain and *Business Performance* using a questionnaire survey of 50 participants from the industry and academia. They found that the three primary Green Supply Chain practices— eco-design, cooperation with customers, and reverse logistics (*reverse logistic*)² have a positive impact and can produce better *Business Performance*. Lee et al, (2012) stated that the company's ability to implement green supply chain management could improve business performance financially and non-financially. Based on this argument, the sixth hypothesis can be formulated:

H6: Green supply chain influences business performance.

3. Research Methods

The manufacturing industry in the MM-2100 Region has been under consideration in the management of environmental systems in the region. The policy of the manager that produces smoke will potentially pollute the environment. The research population is a company that has implemented the principles of caring for the environment and has also applied the concept of green supply chain management. This entails that the company connects suppliers into the company's system by focusing on providing environmentally friendly materials. Suppliers are requested to provide materials that are friendly to the environment. The population in this study was 250 manufacturing companies, and all had implemented it.

Data was collected by distributing questionnaire³ through site managers, and 187 manufacturing companies have filled out the research questionnaire designed with a five-point Likert scale. Of the 187 questionnaires distributed, 107 were considered valid for further analysis. Data analysis used the partial least square (PLS) technique by utilising the Smart PLS software. The first step is to assess the validity and reliability of the measurement model. The measurement model is assessed against factor loading, cross-loading, and reliability (Hair et al, 2019). The second step is to examine the hypothesis by assessing the value of the path coefficient and the value of the t-statistic.

⁴ Purchasing strategy assesses the extent to which corporate establishes the relationship with suppliers covering the involvement of suppliers in the company's operational processes, development of suppliers, and long-term relationships with suppliers. The purchasing department is part of management. Supply chain practices measure the extent to which the firm implements supply chain practices in terms of sharing planning systems, customer relationship management, internal lean practices, quality of information sharing with partners, and communication using information technology. Furthermore, the green supply chain assesses how the company takes into account the issue of the green environment, including the reduction of waste of production, green products, green processes, and reduction in environmental risk. The last construct is firm financial performance, which measures the growth of profit, decreases operating costs, the reductions in lead time, and growth of sales.



3

4. Analysis and Discussion

The first step of analysis is to examine the measurement model against validity and reliability. Table 1 demonstrated the result of the validity test for the indicator of each variable. As shown, all indicators are considered valid as the factor loading are all greater than 0.5 as the minimum recommended value. Hypothesis testing aims to get the magnitude of the coefficient of influence between variables using PLS (Partial Least Square) with the java web stat program.

Table 1. Test Validity for Indicators of Research

Variable/ Indicator	Original estimates	Standard deviation	T-Statistic
Purchasing Strategy Creativity			
PS1	0.800	0.108	7.415
PS2	0.748	0.150	4.986
PS3	0.828	0.066	12.517
PS4	0.774	0.090	8.591
Supply Chain Management Practice			
SCMP1	0.750	0.136	5519
SCMP2	0.730	0.164	4441
SCMP3	0.729	0.137	5,343
SCMP4	0.739	0.111	6645
SCMP5	0.655	0.194	3371
Green Supply Chain Management			
GSCM1	0.837	0.111	7518
GSCM2	0.751	0.161	4651
GSCM3	0.890	0.041	21 872
GSCM4	0.674	0.107	6287
Economic Performance			
EP1	0.843	0.076	11.043
EP2	0.867	0.072	12.071
EP3	0.793	0.076	10459
EP4	0.886	0.039	22.597

Based on Table 1, it is found that the purchasing strategy variable for all indicators has the original sample estimate value above 0.5 (Hair et al., 2019). The value of the t-statistics of all indicators is above 1.96 so it can be said to be valid, meaning that all indicators have been able to measure purchasing strategy variables. The same is true for the second variable, namely, supply chain management practice. The value is above 0.5, and the value of the t-statistic of all indicators is above 1.96. Since it can be said to be valid, all indicators can be said to be able to measure the indicator.



The third variable, green supply chain management, obtained the lowest indicator value. The original sample estimate is worth 0.674 and was more significant than 0.5 so all indicators can be said to be valid and able to measure the variable. Economic performance is the fourth variable with the smallest indicator value at EP 3 (reduction lead time) of 0.793. Meeting the requirements, it can be said to measure economic performance variables. Table 1 shows that all indicators can be declared valid. The reliability of the study was obtained by considering the value of composite reliability (Table 2).

Table 2. Research Variable Reliability Test

Variable	Composite Reliability
Purchasing Strategy Creativity	0.867
Supply Chain Management Practice	0.844
Green Supply Chain Management	0.869
Economic Performance	0.911

11 Table 2 shows the value of the composite reliability of each construct. The value of composite reliability for purchasing strategy is 0.867, supply chain management practice is 0.844, green supply chain management is 0.869, and economic performance is 0.911. All values are greater than 0.70 as the minimum recommended value. Thus, all indicators are considered reliable, and the subsequent analysis is allowed. The next step is to test the research hypotheses. The result is shown in Table 3. Four of the six hypotheses are supported as the value of t is higher than 1.96 (for a 5% significance level). Two are not supported with t values less than 1.96.

Table 3. Hypothesis Relationship Variable Research

Hypothesis	original estimate sample	Standard Deviation	T-Statistics
Purchasing Strategy Creativity -> Supply Chain Management Practice	0481	0176	2737
Purchasing Strategy Creativity -> Green Supply Chain Management	0241	0109	1976
Supply Chain Management Practice -> Green Supply Chain Management	0130	0234	0556
Purchasing Strategy Creativity -> Economic Performance	0.029	0.146	0.198
Supply Chain Management Practice -> Economic Performance	0.575	0.074	7.818
Green Supply Chain Management -> Economic Performance	0.815	0.088	9.315



Table 3 above proved that four research hypotheses were accepted with the t-statistic value above 1.96, namely purchasing strategy creativity on supply chain management practices, purchasing strategy creativity on green supply chain management, supply chain management practices on economic performance, and green supply chain management on economic performance. Two research hypotheses were rejected, namely supply chain management practices towards green supply chain management, and green supply chain management on economic performance.

The purchasing strategy creativity has a positive effect of 0.481 on supply chain management practices. This result shows that the company has implemented a purchasing strategy creativity by involving suppliers in the company's operational processes and building long-term relationships with suppliers so that it can provide the implementation of supply chain management practices with a sharing planning system and quality of information sharing with supplier partners. Manufacturing companies actively involve suppliers in the company's operations so that companies share resources with suppliers. This study is in line with research conducted by Lee et al (2012), which states that the interaction built between the company and the supplier partners can produce supply chain practice. The research is also in line with Al-Shboul et al, (2017), who proposed that the cooperation developed by the company with suppliers by sharing information can provide efficiency in the supply chain flow.

Purchasing strategy creativity has an effect of 0.241 on green supply chain management. The purchasing strategy creativity set by the company involves suppliers in the company and, by building long-term relationships with suppliers, can provide the application of green supply chain management in the company by reducing waste of production and green processes. Involving suppliers in the company by providing space actively will be able to increase waste reduction for production due to the proper use of materials to provide better green process implementation. This study is in line with the research of Tarigan et al, (2020), which shows that companies that build communication with suppliers on an incentive basis can engage suppliers to be able to provide materials according to the needs. The research of Chen et al (2012) also supports the idea that the purchasing strategy creativity set by the company in the purchasing department, can reduce waste and can refine materials that can still be used. Purchases determine green purchasing that focuses on environmentally friendly materials (Siagian et al, 2020).

Supply chain management practices affect financial performance with the path coefficient of 0.575. This shows that the implementation of supply chain management practices can improve economic performance. This study supports the results of Al-Shboul et al (2017), which shows that supply chain management practices can provide performance improvement for manufacturing companies. This study also supports the results of research by Croom et al, (2018), Chen et al, (2012), and Tarigan et al, (2019) which show that supply chain practices in manufacturing companies have an impact on the company's operational performance.



Green supply chain management affects economic performance at 0.815. This finding shows that the implementation of Green supply chain management, by reducing waste for production due to the proper use of materials to provide good green process implementation, provides an increase in performance in manufacturing companies. This study supports the results of the research of Hussain et al, (2018), which shows that the *Green Supply Chain* in the hotel industry has an impact on increasing sustainable performance, specifically economic performance. Sustainable supply chain practices can have a positive impact on improving the company's economic performance (Wang & Dai, 2018).

Supply chain management practices were not able to have an impact on green supply chain management. This result is due to the company's ability to practice planning sharing systems and build quality of information sharing with supplier partners unable to make an impact on the implementation of green supply chain management, so it needs to carry out operational activities in the company's production process by involving suppliers. Purchasing strategy creativity on economic performance does not have a direct impact because it has to do real activities in the company's operations to be able to improve economic performance for the company. This research enriches the theory of purchasing strategy creativity as increasing economic performance, ensuring longer survival and greater competitiveness.

5. Conclusion

Supply chain management has a role in the manufacturing industry when connecting suppliers and corporate customers in an integrated manner. The role of the procurement function for the industrial world is significant as the beginning of the supply chain flow process in manufacturing. A purchasing strategy creativity developed by a company that actively invites suppliers to collaborate has an impact on implementing supply chain management practices by sharing information with suppliers. Purchasing strategy creativity can have an impact on green supply chain management by reducing waste for production due to the proper use of material. Purchasing strategy creativity is not able to provide a direct increase in economic performance but through supply chain practice and green supply chain. Implementation of supply chain practices and green supply chains can have an impact on improving economic performance. This research contributes to the theory of implementation of supply chain management practices to improve economic performance.



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