Symetric Network Member of Interest to Improve Performance of Supply Chain Environment Role Adaptability, and Benefits Information Technology
(Empirical Study on Textile SMEs in Banten Province)

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Abstract

The research of actual conditions of Model Development Network Members Theoritical Symmetric Interests to Improve of Performance Supply Chain have made Banten had been conducted. The goal of this study were is to provide vital inputs related to the understanding of member interests Symmetric network with supply chain performance in Textile SMEs in Banten Province . While the specific objective of this study was to determine what variables have a significant influence on the performance of the supply chain in a way : exploring symmetric network members' interests to the principles of supply chain managemen by verifying certain propositions provide a model of planning and supply chain performance improvement sukeses in Textile SMEs in Banten Province .

The study was conducted on entrepreneurs , Small and Medium Enterprises (SMEs) Textiles in Banten Province . to the manager of marketing, sales , production , and purchasing a number of SMEs in the Textile Banten Province company as much as 175 samples . Further testing of the entire hypothesis in this analysis using multivariate analysis techniques with methods of dependencies . Dependency method used is a multivariate analysis technique Structural Equational Modelling (SEM) .

Testing five hypothesis proposed in the study based on the value of Critical Ratio (CR) causality. The results of the calculation of the goodness of fit criteria in the program show that AMOS 18 confirmatory analysis and Structural Equation Modeling in this study can be accepted as a model fit to the value of Chi-Square = 26.017, Probability = 0.300, REMSEA = 0.036, GFI = 0.945, AGFI = 0.893, CMIN / DF = 1.131, TLI = 0.961, and CFI = 0.975. Based model fit can be tested against five hypotheses proposed in this study Hypotheses developed in the empirical model is as follows.

Keywords : Symmetric interests of members of the network , environment adaptability, the advantages of information technology and supply chain performance .

1. Introduction

Competition is very strict demands of business managers to create a model - the new model in the management of the flow of products and information . Supply chain management (Supply Chain Management) is a modification of the traditional practice of logistics management is adversial towards coordination and partnership between the parties - the parties involved in managing the flow of information and the product (Zabidi , 2001) .

One of the greatest challenges facing companies today is the necessity to respond to any uncertainty that occurs . (Arifin , 2004) . Challenge - the challenge was driven by an increasingly tight competition among companies , among others, the demands of customers would prompt delivery and the challenges associated with the quest for profit and growth companies. Because some things , product life cycle and technology have undergone shortening , pressure to compete resulted in a high frequency of product changes , in addition to the increasingly varied consumer demand than ever before (Christopher , 1999 , p : 1 in Arifin , 2004) . Arifin , (2004) and Maryanto , (2005) argues Supply chain (supply chain) is a management system that can address these challenges .

Increased efficiency, one of which can be done with the activities of the enterprise supply chain integration, in order to avoid difficulties in the operational planning process. It can be seen from the statement Heyzer and Render et al. (2005 H.4-5) that, "At the moment the company is working hard to improve competitiveness through product customization, high quality, cost reduction, speed to market, they give extra attention to the supply chain".

Seeing the importance of network members in common interest in cooperation to realize the company's suppliers and supply chain performance, very precise when it is included as a variable antaseden are also influential in creating the company's supply chain performance (Maryanto, 2005).

Small and Medium Enterprises (SMEs) is one important part of the economy of a country or region, not least in Indonesia. As an illustration, in spite of its contribution to national output (GDP) and 56.7 percent in non-oil

exports 15%, however, SMEs contribute around 99 per cent in the number of business entities in Indonesia and has a 99.6 percent share in employment (Gunadi , 2003).

Given the tremendous amount of economic actors unit and its ability to absorb labor, SMEs deserve attention. The development of SMEs will strengthen the structure of the domestic economy, because the absorption of the labor force in employment can increase people's purchasing power which in turn will increase the level of demand. Strong demand will drive economic growth. (Najib, 2006).

But in reality for SMEs received less attention, but in a variety of seminars and journal stated that the Small and Medium Enterprises (SMEs) is an important pillar in the economic development of the nation. This can be understandable by the large number of Indonesian population with a high level of economy yet, so do the economic business of small and medium scale a realistic option.

2. Proposition Developing And Basic Theoritical Model

2.1 Proposition Developing Proposition:

"Network Member of Interest symmetric similarity of interests are Network members built through Reliance similarity, similarity Transparency, Standards and similarities potential to improve Supply Chain Performance"

2.2 Basic Theoritical Model Development

2.2.1 Supply chain management as a reciprocal interaction between institutions : the theory of networks (Network Theory / NT)

Network theory deals with the structure and content of inter - organizational relationships among groups of organizations from other organizations (Moller and Wilson , 1995 ; Hakanson and sonetha , 1995) . According to the NT perspective , the Network can improve resource capabilities and competence of individual companies through strategy for resource coordination in view of the organization as a means to achieve competitive advantage (Delfmann , et al , 2002) . In contrast to the resource-based view that focuses on the relationship between the trading partners dydadic (Reekers and Smithson , 1996) , NT perspective focuses on the relationship between some of the organizational (Mc.Nicholas and Brennan , 2006) . NT describe , explain and predict relationships between related parties (Thorelli , 1986) . The supply chain is basically a form of networking theory thus has the potential to reveal the truth

2.2.2 Coordination of supply chain management as a waiver transferred : transaction cost analysis (Transaction Cost Analysis)

According to Williamson (1975,1985,1996) , analysis of transaction cost economics offers a normative approach to determine the boundaries of the company and can be used to present the efficiency of the motive to include inter- organizational settings . A total company can dapat reduce transaction costs (the cost of ex post and ex contact , contract and control) in collaboration with external partners .

According to Rindfleisch and Heide (1997) , in the context of supply chain management , key question is : which activities should be outsourced ? . Specific assets (limited value in alternative applications , for example , physical , human and dedicated assets) is the most influential attribute in the transaction . Assumptions behavior bounded rationality and opportunistic behavior risk becoming the subject of a partner that also affect the cost of the transaction . Insufficient information , the limits in perception management or limited capacity to process information may result in limited rationality .

2.2.3 Coordination of supply chain management as a relational asset - the Resource Based View (RBV)

According to Lewis (2000) , Pandza et al (2000), Riungtusanatham et al . (2003) and Carr and Pearson (2002) , only a few studies have applied the resource-based view into the focus area to obtain the sources of competitive advantage through supply chain management . Miller and Ross , (2003) and de Olivera and Fensterseifer Wilk (2003) supports this statement by stating that there is still little pnelitian who have applied to the resource -based view of the area that are focus to get the sources of competitive advantage to analyze the structure of the chain and the group industries .

According to Grant (1991) , Penrose (1959) and Prahalad and Hamel (1990) , discusses the resource -based view of competitive advantage associated with ownership of companies that hetrogen resources (financial , physical , human , technological , organizational and reputation) and ability (combination of two or more sources of power) . According Prahald and Hamel (1990) , the resources and capabilities are core competencies of a particular company and finally as a source of competitive advantage .

2.2.4 Resource Dependency Theory

Resource dependence theory focuses on the dependence of some of the other companies for inputs such as goods and materials , and how companies can manage these relationships (Pfeffer and Salancik , 1978) . Asymmetric dependence in the relationship between companies is very important to reduce the uncertainty of the environment . Supply chain members work closely often become more dependent on each other . So RDT possess a high level of value in the context of the supply chain .

In the traditional supply chain , each member trying to avoid becoming too dependent on others for fear of exploitation. At the same time , making other companies depend on the enterprises themselves can strengthen the

position . Conversely best value supply chain recognizes that takes advantage resource dependency can have unintended consequences and serious . as an examples in recent years many aerospace manufacturers make their suppliers are very dependent on them , and then use it to squeeze supplier margins . It is finally pushing suppliers to start passing parts manufacturers and sell directly to the end user . The result is a dramatic reduction in the wealth producers (Roseti and Choi , 2005) . Thus from the perspective of supply chain best value , the dependence is used to create a trusting and do not encourage the exploitation of the members of the other members of the chain .

2.2.5 Members Interests symmetric network

Members Interests symmetric network is a network member of a common interest in cooperation in the form of complementary reciprocal agreements , whether formal or informal , conducted between organizations in the form of exchange of network resources (resource exchange network) . An organization often forced by the environment to be independent of one another because of limited resources in competitive conditions . This interdependence will foster mutual cooperation among organizations concerned favorable (Hodge and Anthony , 1988) .

- **Dependence**
  Dependence in marketing channels literature refers to the degree of the target company needs to maintain both relationships with external resources to achieve the goals set (Kale , 1986) , or the expansion of trade partners that provide critical resources for alternative sources of supply slightly   (Buchaanan , 2000)) , the channel members need to rely on other members for sharing purposes because each member has a different specialist functions . These functions include the information , promotion , negotiation , orders , financial , risk taking , possession , billing , payment and other flowing forward and backward through channel . According to Pelton et.al (1997) , these functions can be shifted from one member of the channel to the other channel members , can not be eliminated and must be formed by some members or groups of members.

- **transparency**
  Florini (1998) defines transparency as the opposite of secrecy ,while the International Monetary Fund (1990) describe as environment transparency within the organization that affect the internal and external processes . Transparency provide useful results to build relationships and trust , in addition, transparency can be seen as a relational condition or variable promote accountability , collaboration , cooperation and commitment.

- **standardization**
  According to Buzzell (1968) , standardization literature has shown three dominant perspectives , namely the total standardization , adaptation and contingency total . Total standardization perspective emphasizes trend toward homogenization of buyer behavior and market as well as the substantial benefits of standardization . Total adaptation perspective emphasizes the distinction has strong competition between countries and settings required for customization marketing strategic on the individual market . Perspective konfingensi follow the degree of standardization of contingency variations on the internal organizational characteristics (objectives , resources , commitment and international experience) and boost external environment (market demand , the nature of product / industry , competitive pressures , government regulations , and technology).

2.2.6 Competitive strategy

The essence of competitive strategy can be described as a process of how companies build and develop a variety of resources strategic which has the potential to produce a competitive advantage , which can be ambiguous advantage that on the one hand as an instrument for performance and the other as an instrument to neutralize the assets and competencies to compete owned by a competitor . This process is consciously developed from time to time in effect will be a strong foundation for the achievement and development of sustainable competitive advantage . (Ferdinand , 2003) .

2.2.7 Environment Adaptability

Environment Adaptability is the manager / owner of the company can adjust or anticipate changes in the external environment that are beyond the company's control (operational environment).

Information is the best weapon in the competition and information technology is a revolutionary tool for enterprise organizations . The development of computer -based information technologies facilitate organizations to access information . Information technology services to help create a very kompetetitif product. The sophistication of information technology applied in the chain of activity will produce higher value products . Michael Porter (in O'Brien , 1996) suggests that main activity of the company is a chain and supporting activities . According to O'Brien (1996) also helps information technology has changed the business process . According to O'Brien (1996), where computer-based activities have an impact on the organization .

### 2.2.8 Performance Supply Chain

Performance is an overview of the level of achievement of the implementation of an activity / program / policy in achieving goals , objectives , vision and mission of the organization as stated in the formulation of an organization's strategic scheme (Bastian , 2001) . Supply chain performance, a performance which refers to the

efficiency and responsiveness that has 5 indicators, namely cost efficiency, speed, quality, reliability, and flexibility.

2.2.9 Empirical Model

Based on the model developed and conducted the literature review has produced some of the above hypotheses, it is obtained an empirical research model as presented below.

Figure 1: Empirical Model
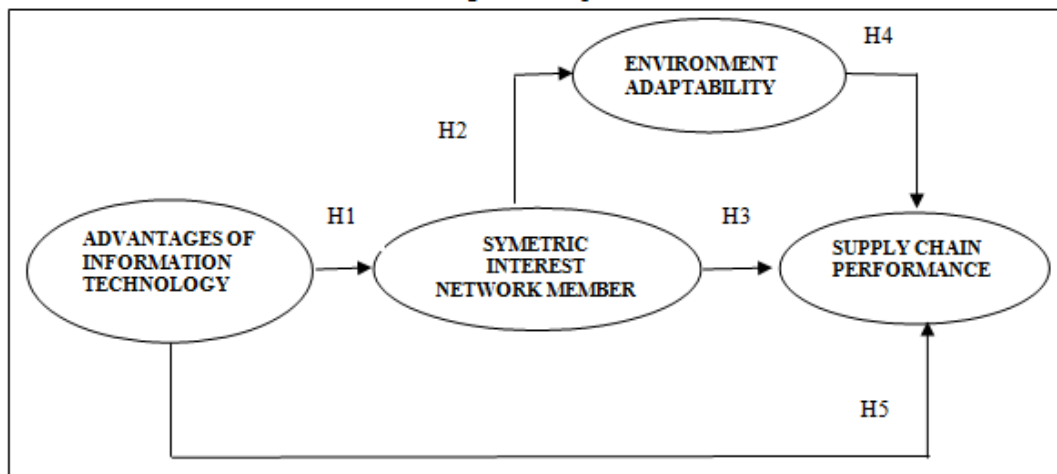
2.2.10 Hypoteses

The studi tested the following hypotheses :

1. Hypoteses 1 : Effect of Information Technology on Symmetric Network Members Interests
2. Hypoteses 2 :Effect of Symmetric Network Members Interests positive effect on Environment Adaptability
3. Hypoteses 3 :Effect of Symmetric Member Interest Network on Supply Chain Performance
4. Hypoteses 4 :Effect of Environment Adaptability in Supply Chain Performance
5. Hypoteses 5 :Effect of Information Technology Excellence on Supply Chain Performance

3. Methodology

3.1 Sampling Methods

The sampling technique will do is to writers of non - probability sampling . In non - probality sampling , population elements are selected on the basis of availabilitasnya (eg because they want to be a volunteer respondents) or because of personal considerations researchers that they can represent the population . (Ferdinand , 2011) .

While this type of sampling used was purposive sampling . The reason researchers used purposive sampling method in this study is that the researchers actually get the information needed from the right object . (Suliyanto , 2009) . In this technique the researchers chose a purposive sample or samples subjectively intended . Then type that will be used purposive sampling is judgment sampling , the samples were selected using certain considerations that are tailored to the purpose of research or study problems developed . (Ferdinand , 2011) . The criteria for selecting the sample of certain considerations which will be used as the object in this research that the whole number of SMEs in the Textile Banten Province.

3.2 Variable and Measurement of Variables

The variable in this research is composed of five variables shown in the empirical models in chapter 2. Variable measurement tools that will be used in this research using an interval scale measurement data (metric scale). Interval scale is gauge data can generate data that have the range of values that have meaning, although the absolute values are less meaningful. This results in a scale of measurement that allows calculation of the average, standard deviation, a statistical test parameters, correlation, and so on. (Ferdinand, 2011). The data interval can be produced by several techniques. In this study the technique to be used is degree-disagree scale. This scale is one other form of bipolar adjective which is a refinement of the semantic scale to develop a statement that generates answers agree - disagree in a variety of ranges of values (Ferdinand, 2011).

3.3 Data Analysis Techniques

1. SKAJ $\quad = \beta_1 KTI + \delta_1$
2. ADL $\quad\quad = \beta_2 \, SKAJ + \beta_3 KTI + \delta_2$
3. KRP $\quad\quad = \beta_9 SKAJ + \beta_{10} KTI + \delta_4$
4. KRP $\quad\quad = \beta_6 \, ADL + \beta_7 \, SKAJ + \beta_8 KTI + \delta_3$
5. KRP $\quad\quad = \beta_{11} KTI + \delta_5$

To analyze the data in this study used analysis techniques Structural Equation Modelling (SEM) using AMOS 18.0 program (Analysis of Moment Structure). Based on the empirical model of the structural models can be structured as follows:

Keterangan :
1. SKAJ : Simetrik Kepentingan Anggota Jaringan
2. ADL : Adaptabilitas Lingkungan
3. KTI : Keunggulan Teknologi Informasi
4. KRP : Kinerja Rantai Pasokan

3.4 Specifications measurement model (Model measuremnt)
In this specification the researchers determine which variables to measure the construct which, as well as a series of matrices that determine the hypothesized correlation between the constructs or variables. The equation for the measurement on the research model in this is:

4. Discussion of Result
1. Influence of the Information Technology Excellence Symmetric Network Members Interests
The test results show that the superiority empirically shown to affect Symmetric Information Technology Interest Network Member positively and significantly to the model concept Symmetric Network Members Interests improve supply chain performance is built.
Statistical tests of the first hypothesis showed the value of the parameter estimate of 0.481, with a standard error of the parameter estimate 0.225, critical ratio value of 2,141, with a probability value of an error rate of 0.032 Using the significant alpha level of 0.05, it can be concluded that the first hypothesis states that the superior degree of Information Technology, the greater the degree tinngi Symmetric Network Members Interests acceptable. This indicates that the Information Technology Excellence indicators can increase the degree of Symmetric Member Interest Network on Small and Medium Enterprises (SMEs).
2. Effect of Symmetric Member Interest Network on Environment Adaptability
Environment Adaptability The test results demonstrate empirically that interests Symmetric Network Member Environment Adaptability shown to affect positively and significantly to the model concept Symmetric Network Members Interests improve supply chain performance is built.
Statistical tests of the third hypothesis showed the value of the parameter estimate of 0.276, with a standard error of the parameter estimate 0.334, critical ratio value of 2.177, with a probability value of an error rate of 0.029. By using a significant level alpha of 0.05, it can be concluded that the third hypothesis states that the superior degree of Symmetric Member Interest Network, the higher the degree of adaptability of the environment is acceptable. This suggests that the indicator Symmetric Member Interest Network can improve the degree of adaptability dan small Environment in Small Business (SMEs)
3. Effect of Symmetric Member Interest Network on Supply Chain Performance
The test results show that Symmetric empirically Member Interest Network Supply Chain shown to affect performance positively and significantly to the model concept Symmetric Network Members Interests improve supply chain performance is built.
Statistical tests of the second hypothesis suggests the value of the parameter estimate of 0.237, with a standard error of the parameter estimate 0.238, critical ratio value of 0.234, with a probability value of an error rate of 0.041. By using a significant level alpha of 0.05, it can be concluded that the second hypothesis states that the superior degree of Symmetric Member Interest Network, the higher the degree of supply chain performance is acceptable. This suggests that the indicator Symmetric Member Interest Network can improve the performance of the supply chain on Small and Medium Enterprises (SMEs).
4. Effect of Environment Adaptability in Supply Chain Performance
The test results show that the empirically proven Environment Adaptability In a positive and significant influence on the model concept Symmetric Network Members Interests improve supply chain performance is built.
Statistical tests showed the value of the fourth hypothesis parameter estimate of 0.491, with a standard error of the parameter estimate 0.224, critical ratio value of 2.196, with a probability value of an error rate of 0.028. By using a significant level alpha of 0.05, it can be concluded that the fourth hypothesis states that the superior

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degree of adaptability environment, the higher the degree of supply chain performance is acceptable. This shows that the performance indicators of the supply chain can improve the performance of the supply chain on Small and Medium Enterprises (SMEs).

5. Effect of Information Technology Excellence on Supply Chain Performance

The test results show that the superiority empirically proven Information Technology Supply Chain affect performance positively and significantly to the model concept Symmetric Network Members Interests improve supply chain performance is built.

Statistical tests of the fifth hypothesis suggests the value of the parameter estimate of 0.403, with a standard error of the parameter estimate 0.224, critical ratio value of 1801, with a probability value of an error rate of 0.072. By using a significant level alpha of 0.10, it can be concluded that the fifth hypothesis states that the superior degree of Information Technology, the higher the degree of supply chain performance is acceptable. This indicates that the Information Technology Excellence indicators can improve the performance of the supply chain on Small and Medium Enterprises (SMEs).

The results of hypothesis testing can be seen preformance Table 1, Regression Weights Structural Equation Modeling (SEM), Empirical Model below:

Table 1 : Regression Weights Structural Equation Modeling (SEM). Empirical Model

| Causal Relationship			Estimate	SE	CR	P	Conclusion
SKAJ	<---	KTI	0.481	0.225	2.141	0,032	Signifikan
ADL	<---	SKAJ	0.726	0.334	2.177	0,029	Signifikan
KRP	<---	SKAJ	0.237	0.238	0.234	0,041	Signifikan
SKAJ	<---	ADL	0.491	0.224	2.196	0,028	Signifikan
KRP	<---	KTI	0.403	0.224	1.801	0,072	Signifikan

5. Conclusion Research Limitations and Implications for government

5.1 Conclusion

Results research conducted such research has addressed significant problems that resulted in three scenarios strategies to improve the performance of the supply chain of Small and Medium Enterprises (SMEs) in the textile Banten Province, namely;
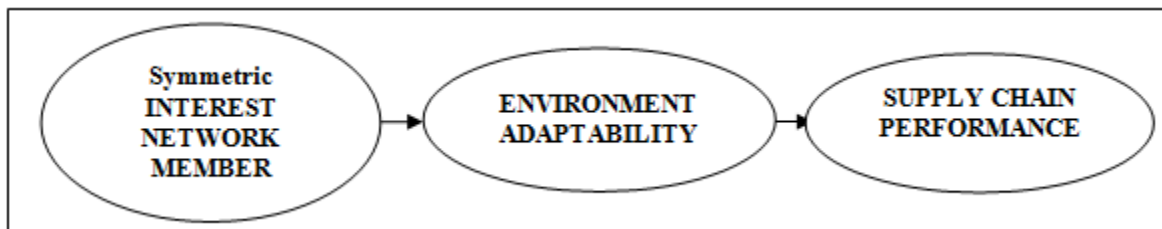
First, a strategy to improve the performance of the supply chain of Small and Medium Enterprises (SMEs) in the textile Banten Province Excellence through Technology Symmetric infrmasi by increasing members' interests in relation to the supply chain network. Strategi process is presented in the following figure;

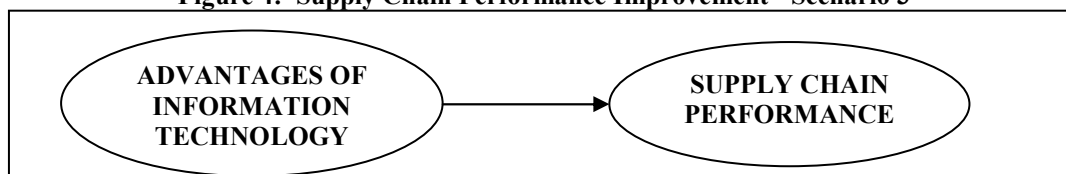**Pigure 2: Supply Chain Performance Improvement - Scenario 1**
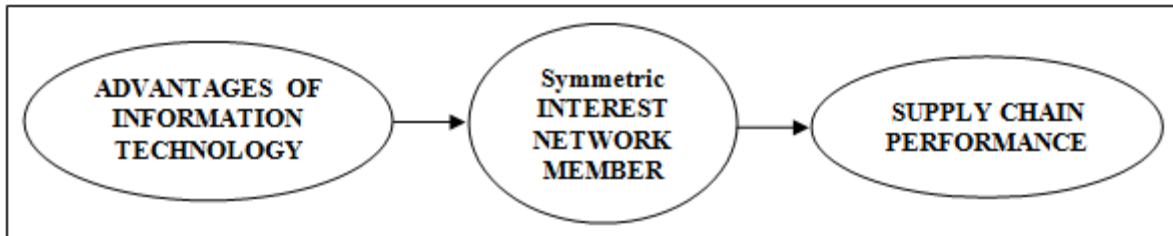
Second, strategies to improve supply chain performance Small and Medium Enterprises (SMEs) in the textile Banten Province through environment adaptability by increasing symmetric network members' interests in relation to the supply chain. The process of this strategy is presented in the following figure;

Figure. 3: Supply Chain Performance Improvement - Scenario 2

Third, strategies to improve the performance of the supply chain of Small and Medium Enterprises (SMEs) in the textile Banten Province to increase the prominence of information technology in supply chain relationships. The process of this strategy is presented in the following figure;

Figure 4: Supply Chain Performance Improvement - Scenario 3

5.2 Limitation of Research

But some limitations of the study that can be drawn from this study are as follows :

1 . This research seeks to develop a symmetric network members' interests to improve supply chain performance the role of environmental adaptability, and information technology excellence . Respondents are entrepreneurs / managers of textile artisans belonging to the textile SMEs in, Banten Province Region so that the results of this study can not be generalized to the case outside the textile industry or have characteristics that are not the same as the textile industry .

2. Limitations of this study is derived from the modeling results with measured data and SEM analysis tools and programs that show there is a category Amos measurement model marginal (less good) is the measurement of the value of AGFI value was 0.893 . While the expectation value is recommended , especially on the value.

5.3 Implications for government

The results of this study also contribute to the government in relation to the development of the supply chain performance of Small and Medium Enterprises (SMEs) of textile , namely :

1. The government needs to realize that the importance of supporting small and medium enterprises (SMEs) textiles , respect his contribution to the economy , and pave the way for Small and Medium Enterprises (SMEs) through textile policy to facilitate the use of Information Technology (IT), and help in the face of obstacles into the new century.

2. The Government supports the development of Information Technology (IT) more encouraging Small and Medium Enterprises (SMEs) for textile use, should concentrate on three main areas where the private sector is not much use, namely 1). Public awareness, education and skills, 2). Regulatory framework, and 3). Fac Information Infrastructure (TI)

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