

Uncertain Supply Chain Management

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Supply chain resilience as a mediator of the relationship between entrepreneurial resilience and SME performance

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ABSTRACT

SMEs as a type of business have a high dependence on their owners and it is important for their owners to have entrepreneurial resilience and supply chain resilience. The main objective of this study is to determine the effect of entrepreneurial resilience and supply chain resilience on SMEs performance. The data were collected via a survey to 286 SMEs owners in Indonesia, especially culinary, fashion and craft businesses. SEM-PLS was used for data analysis. As a result, with the presence of supply chain resilience as a mediator, it turns out that entrepreneurial resilience has a stronger influence on SMEs performance. This shows that supply chain resilience also deserves attention to be owned by SMEs owners to achieve SMEs performance. Entrepreneur resilience and supply chain resilience owned by SMEs owners make it easier for SMEs in Indonesia to face increasingly fierce competition, uncertain business conditions to get optimal organizational performance.

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1. Introduction

Business conditions are currently experiencing many shifts. There is economic disruption, where competition is not always won by big companies. Small businesses, as creative businesses, even just family businesses with the ability to operate their business digitally, actually have a wide market segment and earn a lot of income. It has already brought about changes in companies and how they consider technology support, the products, unit processes, and also models of business (Ardito et al., 2018). The success of small businesses called SMEs, is not easily achieved. Many SMEs fail to run their business. The business environment becomes unstable and also challenging, most SMEs operate their business in a hostile than a benign environment (Heyder & Lussier, 2016). matters to start understanding the way SMEs survive at the moment of uncertainty and what leads SMEs at the challenging eras. The owner of SMEs is at heart of his/her organization (Corner, Singh, & Pavlovich, 2017). The success of SMEs depends on the owner's personal qualities (Islam & Al Mukit, 2016). The owner of SMEs should be more aware of their actions in leading them and the company to enhance their skills, knowledge and also experience. Instead of talking or writing on the way to balance the leader role or the boss in an SMEs (Kocherbaeva, Samaibekova, & Isabaeva, 2019). Leadership of the SMEs is concerned about gaining fluid and proper ways of facing the working processes and strategies in order to develop the companies. A leader should understand better and know the moment they formulate, they change, or even determine the strategies, devices, and also the shapes for the companies and also SMEs should ensure that their unit activities are in order to help them and the company lead to a success (Dimitratos et al., 2016).

SMEs owners must be resilient to become dynamic processes of adaptation that help them to survive the markets. Resilience is the capacity of SMEs owners to cope with extremely difficult circumstances, where success depends on the resources and the environment interaction (Windle, Bennett, & Noyes, 2011). SME owners need to be resilient to a dynamic adaptation

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process that helps them survive in the market. Resilience is the capacity of SME owners to cope with extremely difficult circumstances, where success depends on resources and environmental interactions (Windle, Bennett, & Noyes, 2011). In line with that, SMEs should be able to reduce the obstacles in an effort to adapt. In addition to having an entrepreneurial resilience spirit, it is also important to have supply chain resilience as an effort to achieve optimal SME performance. Supply chain resilience makes it more resilient to supply chain disruptions (Chowdhury, Quaddus, & Agarwal, 2018). During the period of disruption and globalization, SMEs should also focus on supply chain resilience, because supply chains are more vulnerable to (Pettit, Croxton, & Fiksel, 2013). Supply chain resilience has become the focus of attention for academics and practitioners (Parast & Shekarian, 2019), along with dynamic environmental changes that cause SMEs to further minimize business risks starting from the supply chain, as the beginning of the ongoing creation of goods or services. It is concluded that entrepreneurial resilience and supply chain resilience make a positive contribution to the performance of SMEs.

2. Literature Review

SMEs are a kind of business that takes a role in affecting the economy of a country (Nikmah, Pribadi, & Rahmawati, 2021) especially in developing countries (Rankhumise & Letsualo, 2019). SMEs take the role in solving the unemployment problem. SMEs always reflect the economic development model, which helps emphasize great contribution to local products and also job creation (Uma, 2013). On the other hand, many challenges in the educated workforce are assumed to hinder SMEs performance (Khosravi & Nikmanesh, 2014). In fact, the existence of SMEs is very helpful for governments in developing countries, where many people are still limited in their level of education. SMEs as informal institutions are able to absorb workers with these limited skills. This kind of workforce, which only works according to orders, does not have creativity, so it depends on the owner of the SMEs where the organization will go.

The role of the SMEs owner is central to help define the proper formula in gaining success (Khosravi & Nikmanesh, 2014). Stable and also sustainable SMEs growth usually under control and guidance of the owner (Cater & Young, 2016). The owner of SMEs becomes a great figure and keeps an essential role in the business (Khosravi & Nikmanesh, 2014). There have been many studies that mention the dependence of SMEs' performance on their owners, and until now, it is still an interesting debate. SMEs are mostly family businesses, so the dominance of the owners is difficult to dispel. So it is necessary for an SMEs owner to have the knowledge, skills, attitude, and awareness to develop their business. This research was done with a focus on SMEs owners who have entrepreneurial resilience and spiritual intelligence that are expected to support government programs to grow the nation's economy.

2.1 Entrepreneurial resilience and SMEs Performance

Entrepreneurial resilience is a dynamic unit of process that enables the owners to keep going ahead despite a harsh and volatile market (Bernard & Barbosa, 2016). This resilience can be described to help manage the difficult personal and market conditions and volatile events and be future oriented. Strong entrepreneurs welcome it by keeping up with change and working hard to help achieve the goals and also challenges (Fatoki, 2018). In addition, strong entrepreneurs have a high tolerance for ambiguity (Bullough & Renko, 2013). Resilient entrepreneurs view difficult situations with a positive attitude and do not feel fear, apathy or despair. Resilience helps entrepreneurs to manage unstable situations and changing business environments (Morisse & Ingram, 2016).

Entrepreneurial resilience characteristics take hardiness, resourcefulness and optimism (Fatoki, 2018). Hardiness refers to an entrepreneur capability on purpose to help exercising the individual control and support of people. Resourcefulness takes the role of the skill, the capacity, and also the resources in order to help manage adverse situations. Optimism is known as the capacity to give a good attitude in the working process. Optimism led entrepreneurs to keep learning from the mistakes and engage the opportunity. Resilience can help the entrepreneur to withstand internal and also external shocks and becomes one to lead to organizational success (Chowdhury, Quaddus, & Agarwal, 2018). Several researchers have proven the influence of resilience on performance of an organization. Entrepreneur resilience that takes resourcefulness, optimism and also hardiness, found that resourcefulness is the most important factor in predicting entrepreneurial success (Adeniran & Johnston, 2012). Quickly adapting to changes, taking advantage of opportunities and learning from the past are considered the most important to achieve goals. Resilience helps entrepreneurs to manage business failure and helps re-entry into entrepreneurship (Bullough & Renko, 2013). Resilience is also considered synonymous with innovation, which is the key to success for SMEs. Resilience creates innovation that comes from the ability to get ideas, conveyed in business strategies, and learn continuously (Reinmoeller & Van Baardwijk, 2005).

2.2 Supply chain resilience and SMEs Performance

Supply chain resilience is defined as the supply chain's ability to maintain and increase responsiveness, readiness, and ability to manage risks and disruptions in the supply chain by returning to normal state or getting better after passing through the disturbance (Chowdhury, Quaddus, & Agarwal, 2018). Businesses in a volatile environment, SMEs need the resilience of their supply chains to be ready to detect change, understand change and adapt to change, thereby providing a competitive advantage (Vidrova, 2019). Supply chain resilience is an increasingly discussed topic along with the spread of the COVID-19 pandemic (Ivanov, 2020). Supply chain resilience as a key factor attribute of most global supply chains (Gligor, Esmark,

& Holcomb, 2015). According to Ochieng (2018), SMEs are becoming increasingly wary of disruptions caused by supply chains. The current supply chain is a key component to be able to compete in the domestic and global markets. Therefore, SMEs develop supply chain resilience to manage the risks faced by technology, uncertainty customers and complexities in the supply chain function in order to remain competitive in today's dynamic market. It is important that stakeholders in the supply chain develop the right insights by working on trust, sharing information and mutual improvement to gain increased supply chain resilience. Supply chain resilience techniques are good to have agility in responding and have good visibility in the supply chain, and collaborate with each other for the supply chain from upstream to downstream. (Melnik, Narasimhan, & DeCampos, 2014) reiterates that supply chain management (SCM) frameworks must be anchored in resilience practices to ensure the continuity of SME operations and sustainability in facing competition.

3. Hypotheses Development and Methodology

In this study, the direct and indirect relationship of the independent and the dependent variables. This research was conducted to answer the following questions:

H₁: *Entrepreneurial resilience affects SMEs performance.*

H₂: *Supply chain resilience affects SMEs performance.*

H₃: *Entrepreneurial resilience affects SMEs performance through supply chain resilience.*

Measurements in each variable were adopted from Fatoki (2018) for entrepreneurial resilience using ten question items, supply chain resilience adopted from (Gligor & Holcomb, 2013) and (Pettit, Croxton, & Fiksel, 2013) with five questions and SMEs performance adopted from Islam and Al Mukit (2016) used 22 questions. The operational definitions of these variables are presented in table 1. The data was obtained from a questionnaire given to 350 SMEs owners in Indonesia, especially SMEs engaged in culinary, fashion and craft businesses. Data on SMEs working in these three fields were obtained from institutions that handle the management of SMEs in Indonesia. questionnaire was administered online and reminded by phone and email. There were 294 SMEs owners who responded and sent back the questionnaire. However, 286 questionnaires were declared complete, and others were not eligible. The description of the respondents can be seen in Fig. 1.

Table 1

The operation of definitions

Item Code	Items
ER1	Able to adapt to change
ER2	Can deal with whatever comes my way
ER3	Tries to see humorous side of problems
ER4	Coping with stress can strengthen me
ER5	Tends to bounce back after illness or hardship
ER6	Can achieve goals despite obstacles
ER7	Can stay focused under pressure
ER8	Not easily discouraged by failure
ER9	Thinks of self as strong person
ER10	Can handle unpleasant feelings
SR1	our production and sales are not affected by the disruption
SR2	Our SMEs have excess raw material, equipment and labor capacity to increase production quickly if needed
SR3	Our SMEs can immediately detect changes, identify opportunities, and sense threats in the business environment
SR4	Our SMEs can customize order specifications and speed up delivery times according to customer requests.
SR5	Compared to competitors, our SMEs are more assertive in making decisions regarding supply chain operations.
OP1	Entrepreneurial quality is an important factor contributing to the success of entrepreneurs.
OP2	Government assistance in training and extension services is very crucial to promote entrepreneurial development.
OP3	External factors help in contributing to small business success.
OP4	Market Support by the Government is essential to the success of entrepreneurs.
OP5	The success of the SME entrepreneurs depends on Market accessibility.
OP6	Networking is one of the key strategic dimensions in business success.
OP7	Providing quality services and products determine the success of entrepreneurs.
OP8	Management-know-how is an important factor for ensuring the success of the SME entrepreneur.
OP9	To be successful, knowledge regarding the way of doing business is essential.
OP10	The role of government policies on entrepreneurial activity helps them function expeditiously.
OP11	Success of the SME business depends on the competitive pricing.
OP12	SME entrepreneurs' performance depends on entrepreneurial authority.
OP13	SMEs Characteristics have influence on the success of the business.
OP14	The success of the SME entrepreneurs depends on resource and financial support.
OP15	Proper business strategy may enable the small firm to improve its market position.
OP16	SMEs need to maintain strong relationships with their customers.
OP17	Entrepreneurs need family support in order to develop their business.
OP18	The reason for success for SME entrepreneurs is their ability to identify and focus onto one or a few market niches.
OP19	The success of a small enterprise depends on the owner's personal qualities.
OP20	Firm's success in competing in a hostile environment is attributable to upgrading of human resources.
OP21	Broader business and start-up experiences are necessary in order to develop the SME business.
OP22	The success of SMEs depends on the ability of firms to develop and sustain a technology advantage in their industry.

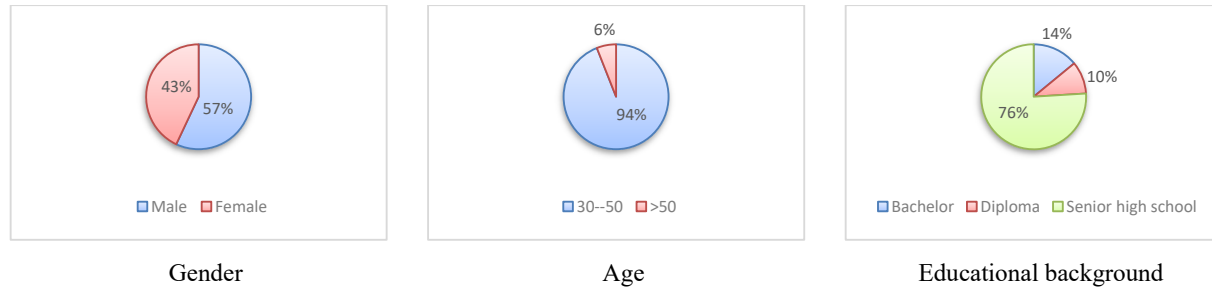


Fig. 1. Personal characteristics of the participants

Most respondents are under 50 years old (94%). This is because SMEs are a creative business sector, especially now that they are faced with technology adoption, so that this age dominates. Men still dominate (57%), because the task of working in the family is men and is a culture that exists in Indonesian society. However, the percentage of female respondents did not differ much. Along with the fact that all sectors of work can be done by both men and women or the existence of gender equality today. Most respondents have high school education (76%). This factor is one of the reasons why SMEs are difficult to become strong, because the education of SMEs owners is low, while the performance of SMEs depends on their owners. SMEs are family businesses, sometimes a hereditary business. So that from a young age children have been taught by their parents to help, eventually forgetting about their education. Whereas business conditions are not always the same, SMEs today must be creative, innovative, and run their business with a plan. SMEs owners think of strategies to survive in increasingly fierce business competition and uncertain conditions, even difficult to predict.

2. Results and Discussion

Prior to the analysis using SEM-PLS the questions validity and the reliability that were first tested, as viewed in Table 2.

Table 2

Instruments validity and reliability test

	Loading Factor	Validity	Variant Extract	Reliability
Entrepreneur Resilience	.873	Valid	.870	Reliable
Supply chain resilience	.940	Valid	.921	Reliable
SMEs performance	.964	Valid	.838	Reliable

Next, there are two tests, model of measurement and also structures. The measurement model can be identified from the rule of thumb. The rule of thumb, it is stated that the loading factor value is declared eligible if t-test is greater than t-table, composite reliability is at least 0.7, AVE is at least 0.5 and the p-value is significant. The results of the outer loading calculation have positive indications, all above 0.7 so that they are in accordance with what is required by the rule of thumb. The next validity test is to know the average variance extracted (AVE) value. AVE is the measuring result of the variance amount which can be shown by the construct than the variance due to measurement errors.

In terms of the Average Variance Extracted (AVE) value of each construct, the validity is feasible. The AVE value obtained exceeds 0.5 means that all indicators of each construct are valid. According to the Cronbach's Alpha and Reliability coefficients of Composite at Table 5, every construct results in a value more than 0.7, we can be stated that the construct indicators are reliable, shown in Table 3.

Table 3

Outer loading test

	Cronbach's Alpha	Composite Reliability	AVE
Entrepreneur resilience	.724	.831	.564
Supply chain resilience	.749	.843	.663
SMEs performance	.871	.897	.525

Structural model testing aims to determine the relationship between constructs, and can be seen from the value of R^2 , can be seen on Table 4. The calculation of the Q-Square of organizational performance (Q^2) is 0.859 or 85.9%. Proving that the diversity of organizational performance can be explained by the overall model of 85.9%, or the contribution of entrepreneur resilience and spiritual intelligence to overall organizational performance (direct and indirect effects) of 85.9%, and 14.1% is the contribution of other factors outside this research. Then tested the hypothesis to determine the effect between variables (see Table 5).

Table 4

Goodness of fit model

	R Square
Entrepreneur resilience	0.575
Supply chain resilience	0.670
$Q^2 = 1 - [(1 - R_1^2)(1 - R_2^2)]$	
$Q^2 = 1 - [(1 - 0.575)(1 - 0.670)] = 0.859$	

Table 5
Hypotheses test

Relationship	Coefficient		Summary
	Direct	Indirect	
Entrepreneur resilience → SMEs performance	0.4209		H1 Accepted
Supply chain resilience → SMEs performance	0.2065		H2 Accepted
Entrepreneur resilience → Supply chain resilience → SMEs performance		0.8448	H3 Accepted

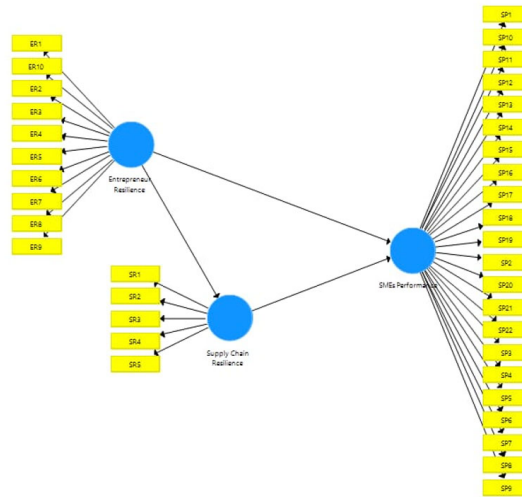


Fig. 2. Boot strapping test

Based on the hypothesis test, the most dominant influence is the indirect relationship of the entrepreneurial resilience variable to SMEs performance mediated by supply chain resilience, compared to the direct influence of entrepreneur resilience on SMEs performance and supply chain resilience on SMEs performance. Entrepreneurial resilience that exists in SMEs owners has a positive impact on SMEs performance. SMEs owners who have the speed to respond to change, are able to manage stress and personal feelings, immediately bounce back when faced with failure, and last but not least have a great sense of humor which is also what makes SMEs successful. Most importantly, the open attitude of SMEs owners makes it easy for organizations to grow. The resilience possessed by SMEs owners can transmit enthusiasm to their members, to jointly achieve organizational goals. These results support several studies which state that entrepreneurial resilience has a positive effect on SMEs performance, such as: Fatoki (2018); Bernard & Barbosa (2016); Bullough & Renko (2013); Morisse & Ingram (2016). This research stated that supply chain resilience gives a positive influence on SMEs performance. Mentioned by Gligor et al. (2013) and Pettit et al. (2013), supply chain resilience as a significant prospect to bring out one's potential, is more able to survive and can bounce back from failure. Supply chain resilience able to be a moderator for the relationship of entrepreneur resilience to SMEs performance (Pratondo, Kusmantini, & Sabihaini, 2021; Ali, Nagalingam, & Gurd, 2017).

Entrepreneurs that have resilience used to apply the criteria related to how to establish good relationships in society by prioritizing the values prevailing in society rather than personal interests while still trying to achieve organizational performance by taking advantage of existing opportunities. Resilience for them to stimulate creativity and sharpen intuition in decision making. Entrepreneurial resilience and supply chain resilience are connected to the life of entrepreneurs in running their businesses, related to the personal resilience owned by SMEs owners, so that they are tough, not easily discouraged in running their duties (Pratondo, Kusmantini, & Sabihaini, 2021). This study shows that supply chain resilience as a mediator provides a good role, it is proven that this indirect relationship is stronger than the direct relationship. SMEs owners, as leaders who have supply chain ability, consider that their work and position are a big responsibility for themselves, their families, and those who are members of their organizations. Supply chain resilience provides SMEs owners with awareness that they are leaders of employees who must prosper their families. SMEs owners are not only required to be able to solve management problems, but also have to do with self-mentality, self-confidence, tenacity, perseverance, sincerity and morality considering that in SMEs there are employees who come from people who are on the poverty line. Choosing to be an entrepreneur requires a persistent attitude and spirit, because he is faced with conditions that require him to continue to learn, think, make his business run and provide benefits to those who depend on this business. Attitudes like this are not shared by everyone, resilience will present a tough person not only acting with logic but with taste, instinct and balanced considerations between profit-seeking and humanity.

This study states that supply chain resilience takes great role in the formation of entrepreneurial resilience for SMEs performance, supporting several previous studies which state that the supply chain component is a holistic view of resilience and is important for individuals who are in an environment full of risks such as SMEs (Pratondo, Kusmantini, & Sabihaini, 2021); resilience and supply chain are a combination of how someone is skilled in mental processing, growing awareness to provide benefits to all creatures and maintains the earth for human survival (Ochieng, 2018).

3. Conclusion

This study concludes that SMEs' performance lies with their owners. SMEs as a small organization, with an informal structure, do not have competent employees. Employees depend on being instructed by the owners of SMEs. Everything that becomes an organization's strategic move comes from its owner. So, it was found in this study, it is important for SMEs owners to have entrepreneurial resilience and supply chain resilience for their business success. Pricing strategy is no longer important when SMEs have a strong character and can provide well for consumer needs. The attitude of SMEs owners by establishing good relations with the government provides support for SMEs to grow to get a wider market and be open to technology, providing space for SMEs to be able to compete in the market.

Especially in Indonesia, as a developing country where 80% of the population works in the SMEs sector, it is necessary to provide education from the beginning about SMEs and how to manage them properly. The government's policy to include entrepreneurship as a compulsory subject is good. Furthermore, how to provide real experience for students to be interested in entering this field is still lacking. Regarding resilience, it is very good to be conveyed as a mandatory point that must be owned by SME owners. Resilience doesn't come from academic foundation in theory, but rather through identifying the phenomenological characteristics of survivors, mostly young people living in high-risk situations. Then the resilience aspect is included as a personal complement for an entrepreneur. Resilience describes the balance of mind, body, and soul. SMEs are closely related to competition, uncertain business conditions not only require resilience for the owner but also should have resilience to manage stress, be sincere, and believe that every problem must be given a solution as long as they are willing to try. The entrepreneur aspect is often neglected, even though every religion teaches what is good and makes it a guide for every human life, in business, in society and as a citizen.

This paper provides implications for the government as a policy basis for the management of SMEs, structuring a curriculum on entrepreneurship and resilience, for SMEs owners by explaining the importance of having entrepreneurial resilience and supply chain resilience, as well as being a suggestion for further research that this topic can be developed leading to leadership in accordance with conditions business today, not only in SMEs but can be in companies or governments.

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