

THE EFFECT OF SUPPLY DISRUPTION ORIENTATION, SUPPLY CHAIN QUALITY MANAGEMENT, AND DIGITAL TECHNOLOGIES ON SUPPLY CHAIN RESILIENCE AND ITS IMPLICATIONS ON FIRM PERFORMANCE



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Abstract

This study evaluates the fit of the tested model with the existing data through goodness of fit analysis. Although the p-value is very small and fit indicators such as RMSEA and GFI show inadequate fit, incremental fit indicators such as CFI and IFI show more positive results, indicating a good fit of the model in several aspects. NFI, TLI, and RFI show marginal fit, indicating the need for further improvement. Therefore, it is recommended that the model be adjusted to improve the overall fit. The results of the hypothesis test reveal that orientation towards supply chain disruption and supply chain quality management have no significant effect on supply chain resilience, while digital technology shows a significant positive effect on supply chain resilience. Regarding firm performance, orientation towards supply chain disruption and supply chain resilience have a significant positive effect. Still, supply chain quality management and digital technology do not consistently improve firm performance. These findings highlight the importance of digital technology and supply chain resilience in improving firm performance and indicate the need for further research to explore other factors that influence these results.

Keywords: Supply Disruption Orientation, Supply Chain Quality Management, Digital Technologies, Supply Chain Resilience Firm Performance

INTRODUCTION

In the context of globalization and increasingly tight business competition, supply chain management becomes crucial in determining the success of a company. An efficient and effective supply chain can provide significant competitive advantages but is often threatened by various disruptions and interruptions. Supply disruptions, such as natural disasters, political crises, or industry disruptions, can cause delays, additional costs, and decreased product quality. Therefore, supply chain resilience -the ability to cope, adapt, and recover from disruption is becoming increasingly important in ensuring sustainable corporate performance.

Indonesia, which stretches from Sabang to Merauke, has abundant natural resources, both in terms of marine and land resources. Natural resources on land are very abundant and diverse, ranging from mining materials, and plants, to animals. One way to utilize these resources is by processing and increasing the yield of plants that can grow well in various places. The gift possessed by the land of Indonesia is not wasted by its people, the large number of Indonesian people who utilize natural resources in the agricultural sector makes this country dubbed an agricultural country.

Table 1.
Modern Coffee Market Turnover in Southeast Asian Countries

No.	Nama Data	Nilai
1	Indonesia	947
2	Thailand	807
3	Vietnam	572
4	Filipina	445
5	Malaysia	364
6	Singapura	284

Source: (Databoks.katadata, 2023)

Based on Table 1. The Momentum Works report entitled "Coffee in Southeast Asia: Modernising Retail of the Daily Beverage" states that Indonesia dominates the modern coffee market in Southeast Asia in 2023. This market is estimated to be worth US\$947 million this year, based on the annual turnover of the modern coffee market in Indonesia. This figure is equivalent to 27.7% of the total value of the modern coffee market in Southeast Asia which reached US\$3.4 billion in 2023. According to Momentum Works, the size of the modern

coffee market in Indonesia in this region is largely driven by the expansion of local coffee business networks.

Supply Disruption Orientation (SDO) is a strategic approach that involves a company's readiness and response to potential disruptions in the supply chain. A study by Rao & Goldsby (2021) shows that companies with a strong orientation towards supply disruption are better able to mitigate risks and restore their operations more quickly. Good SDO includes proactive planning, effective risk management, and preparedness for uncertainty.

Supply Chain Quality Management (SCQM) focuses on maintaining quality standards across all elements of the supply chain. Recent research by Yu et al. (2023) emphasizes that effective SCQM can improve visibility and control across the supply chain, reduce the likelihood of disruptions related to quality issues, and strengthen supply chain stability. Implementation of strong SCQM practices also supports better integration between various partners in the supply chain.

Digital Technologies play an increasingly important role in supply chain management by providing capabilities for real-time monitoring, advanced analytics, and process automation. A study by Kache & Seuring (2022) revealed that the implementation of digital technologies, such as the Internet of Things (IoT), big data analytics, and cloud-based management systems, can improve supply chain responsiveness and efficiency. These technologies enable companies to identify potential disruptions early, respond quickly, and optimize processes to increase resilience.

The combination of the three elements of supply disruption orientation, supply chain quality management, and digital technology influences supply chain resilience and in turn impacts company performance. Recent research shows that companies that successfully integrate these three elements into their supply chain management strategy can improve operational performance, customer satisfaction, and overall financial performance. For example, Yin et al. (2024) found that companies with high supply chain resilience showed improvements in operational efficiency and market competitiveness. The implications of this finding are significant. Improved supply chain resilience is directly related to a company's ability to maintain high performance amid uncertainty and disruption. By leveraging

disruption orientation, effective quality management, and digital technology, companies can mitigate the negative impacts of supply disruptions and improve their operational and financial results.

This study aims to explore how supply disruption orientation, supply chain quality management, and digital technologies affect supply chain resilience and analyze their implications for company performance. It aims to provide deeper insights into the relationship between these three factors and company performance and offer practical recommendations for improving supply chain management strategies.

REVIEW OF LITERATURE

Supply Disruption Orientation

Supply Disruption Orientation is a disruption that occurs in the supply chain that hinders the flow of goods, materials, or services from suppliers to customers. These disruptions can be caused by a variety of factors, including natural disasters, political unrest, technical failures, logistical problems, regulatory changes, or financial problems on the part of suppliers.

Supply Chain Resilience

Supply Chain Resilience (SCR) is usually defined based on risk stages which include the periods before, during, and after a disruption occurs (Sawik, 2017). Contemporary research has taken a variety of theoretical perspectives to analyze SCR, with the capability perspective being the most popular. From this perspective, SCR is viewed as the ability of a supply chain to absorb shocks from disruptive events, respond effectively to these disruptions, and recover quickly to its original state or even achieve a more optimal operational state.

Supply Chain Quality Management

Supply Chain Quality Management (SCQM) is an important approach to ensuring consistent product and service quality in a company's supply chain. This concept involves coordination and integration between various parties in the supply chain to ensure that all products and services meet established quality standards.

Digital Technologies

Digital Technologies is a transformation process in which information, data, and business processes are converted into digital formats. It involves the use of digital technologies such as computers, the internet, and software to automate, accelerate, and improve various aspects of business activities. In a broader context, digitalization also includes the integration of digital technologies into everyday life, including in the fields of communication, entertainment, education, and public services.

Firm Performance

Company performance is crucial in today's competitive business environment, and recent research from international journals highlights the various factors that influence it. According to research by (Gupta et al, 2021), innovation strategy is one of the important factors that contribute to company performance. They found that companies that implement innovation systematically have the ability to create significant added value, which in turn improves their performance in the long run.

RESEARCH METHOD

Research Design Summary

This research is a quantitative research that aims to determine the relationship between certain variables. This method uses numerical data and statistical analysis. Quantitative research is systematic and structured, based on the philosophy of positivism that emphasizes empirical data and objectivity. The variables used include dependent variables and independent variables.

Variables and Measurement

Measurements were made using a Likert scale of 1-5 to evaluate the influence of supply disruption orientation, supply chain quality management, and digital technology on supply chain resilience and company performance. This scale is used to assess disruption readiness, quality control implementation, digital technology adoption, supply chain resilience, and achievement of operational targets.

Method of Collecting Data

Data were collected through a 25-question questionnaire distributed to three coffee companies: CV. Pasibo Gemah Kopi, CV. Genesis, and PT. Kopi Melati Indonesia. The questionnaire was designed to evaluate variables that affect supply chain resilience and company performance. Each company provided data to be analyzed to evaluate the influence of these variables and identify best practices in the coffee industry.

RESULTS AND DISCUSSION

Research Data Description

Table 2.
Respondent Profile

Respondent Profile	Characteristics	Frequency	Percentage
Gender	Man	94	49.5%
	Woman	96	50.5%
	Total	190	100%
Age	20 - 30 years	144	75.8%
	≥ 30 - 40 years	37	19.5%
	≥ 40 - 50 years	9	4.7%
	Total	190	100%
Education	SENIOR HIGH SCHOOL	29	15.3%
	S1	128	67.4%
	S2	33	17.4%
	Total	190	100%
Job Title	Entry Level (Junior Staff)	59	31.1%
	Mid Level (Senior Staff, Supervisor, Coordinator, Manager)	91	47.9%
	Upper Mid Level (Senior Manager, Assistant Director, Department Head)	23	12.1%
	Executive Level (Director, Vice President, Chief Officer)	12	6.3%
	Top Executive Level (Chief Executive Officer,	5	2.6%

	President, Board of Directors)		
	Total	190	100%
Work Duration	≤ 1 year	30	15.8%
	≥ 1 - 3 years	99	52.1%
	≥ 4 - 6 years	50	26.3%
	≥ 6 years	11	5.8%
	Total	190	100%
Company	CV. Pasibo Gemah Coffee	63	33.2%
	CV. Genesis	60	31.6%
	PT. Jasmine Coffee Indonesia	67	35.3%
	Total	190	100%

Source: Google Form Output

The table presented provides in-depth details of the profile of the respondents in this study. In terms of gender, the data shows that the sample consists of almost equal numbers of males and females, with each group contributing 49.5% and 50.5% of the total respondents. This division shows that the study takes into account equal perspectives from both genders, which is essential for a more comprehensive and objective analysis.

In terms of age, the majority of respondents were between 20 and 30 years old, accounting for 75.8% of the total sample. This age group dominates, indicating that most of the respondents are young individuals who may have just started or are at the beginning of their professional careers. In contrast, respondents aged 30 - 40 years and over 40 years old accounted for 19.5% and 4.7% respectively, indicating that their numbers are much smaller compared to the younger age groups.

Respondents' education showed a dominance of Bachelor's degree (67.4%), indicating that most respondents have a higher educational background. Meanwhile, 17.4% of respondents have a Master's degree, and 15.3% only have a high school education. The availability of higher degrees among respondents indicates that this study involved individuals with a fairly adequate level of education, which may have an impact on how they view and respond to the research questions.

In terms of job title, the distribution of respondents is divided with the majority at the Mid Level level, which is 47.9%. Meanwhile, 31.1% of respondents are at the Entry Level level, 12.1% at the Upper Mid level, 6.3% at the Executive level, and only 2.6% are at the Top Executive level. This distribution shows that most respondents operate in middle positions in the organizational hierarchy, with a smaller percentage at the highest managerial or executive level.

Finally, the length of service of the respondents showed significant variation, with more than half of the respondents (52.1%) having worked between 1 and 3 years. A small portion had work experience between 4 and 6 years (26.3%), and only 5.8% had worked for more than 6 years. This division illustrates that the majority of respondents are relatively new to their jobs, and this may have influenced their views on the various aspects studied. The distribution of respondents among companies also showed a good balance between the three main companies, namely PT. Kopi Melati Indonesia, CV. Pasibo Gemah Kopi, and CV. Genesis, reflects a fair representation of each company in this study.

Validity Test

Table 3.
Validity Test

	Estimate
SCD1 <--- SCD	.817
SCD2 <--- SCD	.829
SCD3 <--- SCD	.819
SCD4 <--- SCD	.795
SCD5 <--- SCD	.772
SCQM1 <--- SCQM	.848
SCQM2 <--- SCQM	.706
SCQM3 <--- SCQM	.847
SCQM4 <--- SCQM	.816
SCQM5 <--- SCQM	.757
DT1 <--- DT	.809
DT2 <--- DT	.807
DT3 <--- DT	.784
DT4 <--- DT	.787
DT5 <--- DT	.785

			Estimate
SCR1	<---	SCR	.833
SCR2	<---	SCR	.868
SCR3	<---	SCR	.852
SCR4	<---	SCR	.839
SCR5	<---	SCR	.824
FP1	<---	FP	.812
FP2	<---	FP	.854
FP3	<---	FP	.862
FP4	<---	FP	.791
FP5	<---	FP	.824

Source: AMOS Output

The output results of the analysis using AMOS show that all factor loading values are at or above the threshold of 0.45, indicating that they can be said to be valid. Each variable measured in this study showed a significant contribution to the relevant factor, with factor loading values ranging from 0.706 to 0.868. These values indicate that the variables have a strong correlation with the measured factors, supporting the hypothesis that the factor model effectively captures the relevant dimensions of the data collected.

Compliance with the minimum factor loading limit underlines the accuracy and precision of the model in representing the relationship between variables and factors. This confirmed validity indicates that the instrument used in the study is reliable in measuring the targeted dimensions. In other words, the data obtained from this analysis indicate that the identified factors have a solid and consistent structure, and can be used for further analysis and development purposes in the context of this study.

Reliability Test

Table 4.
Reliability Test of Supply Disruption Orientation

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha
SCD1	18.8211	2,878	.781	.873
SCD2	18.7316	3.033	.798	.870
SCD3	18.7526	3,034	.779	.873
SCD4	18.7526	3.013	.730	.884

SCD5	18.7105	3.223	.685	.893
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Source: AMOS Output

The results of the reliability analysis show that all items in this scale meet the criteria and are said to be reliable, with a Cronbach's Alpha value greater than 0.60. The Cronbach's Alpha values for the items in this scale range from 0.870 to 0.893, indicating a very good level of internal consistency. This means that each item in the scale consistently measures the same construct and that the instrument is reliable in the context of the study.

Table 5.
Reliability Test of Supply Chain Quality Management

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha
SCQM1	18.8474	2,765	.803	.855
SCQM2	18.8105	2,937	.647	.890
SCQM3	18.8526	2,729	.802	.855
SCQM4	18.8105	2,885	.747	.868
SCQM5	18.8053	2,962	.696	.879

Source: AMOS Output

ResultsReliability analysis shows that all items in the Supply chain quality management scale meet the criteria to be considered reliable, with a Cronbach's Alpha value for the entire scale greater than 0.60, indicating that all items contribute significantly to the internal consistency of the scale. This indicates that the SCQM scale as a whole is a reliable and consistent measurement tool in measuring the intended construct.

Table 6.
Reliability Test Digital Technologies

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha
DT1	18.8000	2.986	.759	.867
DT2	18.7789	2,946	.760	.867
DT3	18.7579	3.031	.762	.867
DT4	18.7579	3,052	.725	.875
DT5	18.8000	2,954	.700	.881

Source: AMOS Output

Reliability analysis for the digital technologies scale shows that all items in this scale are reliable, with Cronbach's Alpha values reaching or exceeding 0.60. Cronbach's Alpha values for the digital technologies scale range from 0.867 to 0.881, indicating a very good

level of internal consistency. This indicates that all items in the digital technologies scale contribute significantly to the overall reliability of this measuring instrument.

Table 7.
Reliability Test of Supply Chain Resilience

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha
SCR1	18.6263	3.939	.799	.909
SCR2	18.6000	3.818	.823	.904
SCR3	18.5632	3,866	.817	.905
SCR4	18.5947	3,861	.784	.912
SCR5	18.6053	3.997	.795	.909

The reliability analysis results for the SCR scale show that all items in this scale show a very good level of reliability, with an overall Cronbach's Alpha value exceeding 0.60. If an item is deleted, the Cronbach's Alpha value varies between 0.904 and 0.912, reflecting very high internal consistency. This indicates that the SCR scale consistently measures the same construct with high reliability.

Table 8.
Reliability Test of Firm Performance

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha
FP1	18.6368	3,566	.756	.901
FP2	18.6263	3.293	.812	.890
FP3	18.6526	3.328	.835	.885
FP4	18.6105	3.604	.728	.907
FP5	18.5895	3,503	.785	.896

Source: AMOS Output

The results of the reliability analysis for the firm performance scale indicate that this scale has a very good level of reliability, as reflected by the Cronbach's Alpha value which consistently exceeds the threshold of 0.60. Cronbach's Alpha is a statistical measure used to assess the internal consistency of a scale or measuring instrument. In the case of the firm performance scale, the Cronbach's Alpha value indicates a very high level of consistency in measuring the intended construct. The Cronbach's Alpha value if the item is deleted varies between 0.885 and 0.907. These values indicate that despite the variation, the firm performance scale maintains very good internal consistency if one item is removed. This

means that each item in the firm performance scale makes a positive contribution to the overall reliability of the measuring instrument, and no item significantly harms the consistency of the scale. In other words, all items in the firm performance scale collectively and individually support the measurement of the construct with high reliability.

Goodness of Fit Model Test

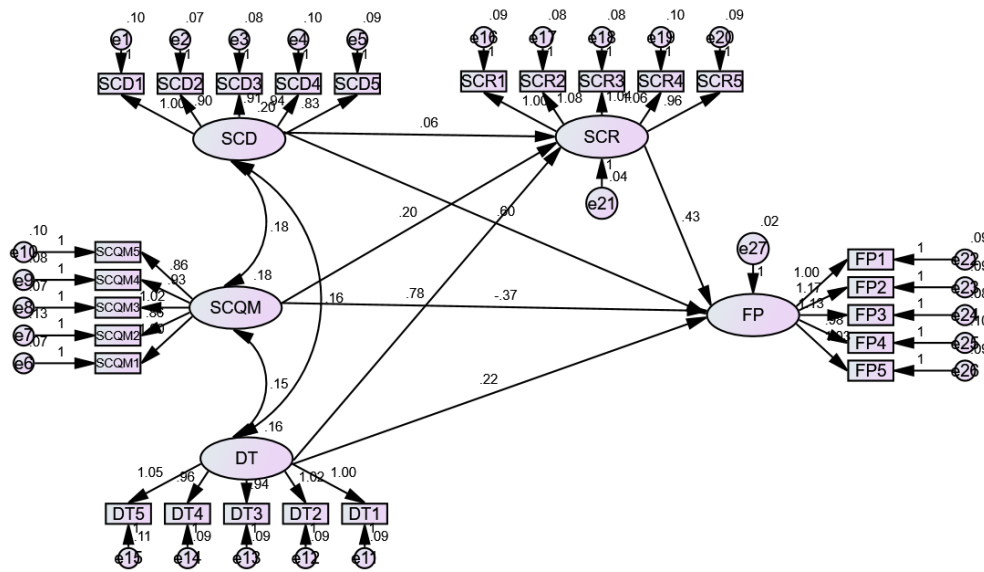
Table 9.
Goodness of Fit Model Test

Types of Measurement	Measurement	Mark	Suggested Acceptance Limits	Conclusion
Absolute fit measures	p-value	0,000	≥ 0.05	Poor Fit
	RMSEA	0.087	≤ 0.08	Poor Fit
	GFI	0.799	≥ 0.90	Poor Fit
Incremental fit measures	NFI	0.857	≥ 0.90	Marginal Fit
	TLI	0.897	≥ 0.90	Marginal Fit
	RFI	0.838	≥ 0.90	Marginal Fit
	CFI	0.909	≥ 0.90	Goodness of Fit
	IFI	0.910	≥ 0.90	Goodness of Fit
Parsimonious fit measures	AGFI	0.753	\leq GFI	Goodness of Fit

Source: AMOS Output

Based on the results of the goodness of fit model test, there are mixed results indicating varying levels of model fit with the existing data. Absolute fit measures indicate that the model does not fully fit the data: a very small p-value (0.000) indicates that the model is not statistically fit overall, while RMSEA (0.087) and GFI (0.799) also indicate inadequate fit, with RMSEA slightly above the recommended limit (≤ 0.08) and GFI far below the ideal value (≥ 0.90). On the other hand, Incremental fit measures show more positive results, with CFI (0.909) and IFI (0.910) above the recommended limit (≥ 0.90), indicating a good fit in this category. However, NFI (0.857), TLI (0.897), and RFI (0.838) show marginal fit, as their values are only close to the recommended minimum limit. Finally, Parsimonius fit measures show that AGFI (0.753) is better than GFI, although the value is still below the ideal value, indicating that the model has a good balance between fit and complexity. Overall, although some indicators suggest that the model is not completely adequate, incremental fit indicators

such as good CFI and IFI indicate that there are aspects of the model that fit the data, but further refinement may be needed to improve the overall model fit.



Hypothesis Testing

Table 10.
Hypothesis Test Results

	Estimate	SE	CR	P
SCR <--- SCD	.064	.201	.317	.751
SCR <--- SCQM	.197	.192	1.027	.305
SCR <--- DT	.775	.142	5.476	***
FP <--- SCD	.605	.189	3.207	.001
FP <--- SCQM	.366	.181	-2.023	.043
FP <--- DT	.220	.157	1.403	.161
FP <--- SCR	.429	.119	3.621	***

Source: AMOS Output

H1 = Supply Chain Orientation does not affect Supply Chain Resilience

The relationship between Supply Disruption Orientation and Supply Chain Resilience shows an estimated coefficient value of 0.064. The p-value of 0.751 indicates that this relationship is not statistically significant because it exceeds the significance limit of 0.05. The CR of 0.317 indicates that this coefficient is not significantly different from zero. This means that the orientation towards supply chain disruption does not have a significant effect on supply chain resilience.

H2 = Supply Chain Quality Management has no effect on Supply Chain Resilience

The relationship between Supply Chain Quality Management and Supply Chain Resilience has an estimated coefficient value of 0.197. The p-value of 0.305 indicates that this relationship is not statistically significant, because it is higher than the significance limit of 0.05. The CR of 1.027 indicates that this coefficient is not significantly different from zero. This means that supply chain quality management does not have a significant effect on supply chain resilience.

H3 = Digital Technologies has a positive effect on Supply Chain Resilience

The relationship between Digital Technologies and Supply Chain Resilience has an estimated coefficient value of 0.775. A very small p-value (***) indicates that this relationship is very statistically significant, far below the significance limit of 0.05. The CR of 5.476 indicates that this coefficient is significantly different from zero. This means that digital technology has a strong positive influence on supply chain resilience, this study is in line with Oliverira's research (2019) meaning that an increase in the adoption of digital technology is related to an increase in supply chain resilience.

H4 = Supply Disruption Orientation has a positive effect on Firm Performance

The relationship between Supply Disruption Orientation and Firm Performance has an estimated coefficient value of 0.605. The p-value of 0.001 indicates that this relationship has a statistically significant positive effect because it is far below the significance limit of 0.05. The CR of 3.207 indicates that this coefficient is significantly different from zero. This means that the orientation towards supply chain disruption has a significant positive effect on company performance, in line with Saurabh (2023) meaning that companies that are more oriented towards handling supply chain disruptions tend to have better performance.

H5= Supply Chain Quality Management has a positive effect on Firm Performance

The relationship between Supply Chain Quality Management and Firm Performance has an estimated coefficient value of 0.366. The p-value of 0.043 indicates that this relationship has a statistically significant positive effect because it is below the significance limit of 0.05. The CR of -2.023 indicates that this coefficient is significantly different from zero and this study is in line with Akinwale (2023). The positive coefficient indicates that an increase in supply chain quality management is associated with a decrease in firm

performance. This may indicate that an increase in supply chain quality management is not always followed by an increase in performance, or there may be other factors that influence this relationship.

H6 = Digital Technologies have no effect on Firm Performance

The relationship between Digital Technologies and Firm Performance has an estimated coefficient value of 0.220. The p-value of 0.161 indicates that this relationship is not statistically significant because it is higher than the significance limit of 0.05. The CR of 1.403 indicates that this coefficient is not significantly different from zero. This means that digital technology does not have a significant effect on firm performance in this model.

H7 = Supply Chain Resilience has a positive effect on Firm Performance

The relationship between Supply Chain Resilience and Firm Performance has an estimated coefficient value of 0.429. A very small p-value (***) indicates that this relationship is very statistically significant, far below the significance limit of 0.05. The CR of 3.621 indicates that this coefficient is significantly different from zero. This study is in line with Mahdis's (2023) research that supply chain resilience has a significant positive effect on company performance, meaning that increasing supply chain resilience is related to increasing company performance.

CONCLUSION

The conclusion of the study shows that the tested model has varying degrees of fit with the existing data. The goodness of fit test analysis revealed that although the p-value was very small, and the RMSEA and GFI showed inadequate fit, the incremental fit indicators such as CFI and IFI showed more positive results, indicating that some aspects of the model fit the data. NFI, TLI, and RFI showed marginal fit, indicating that there is room for improvement. Overall, although the model showed some deficiencies in fit, some indicators supported the model's fit in several aspects. Therefore, it is recommended that further adjustments and improvements be made to improve the overall fit of the model to the data, to obtain more accurate and reliable results in the context of this study.

The results of the hypothesis test show that orientation towards supply chain disruption and supply chain quality management do not have a significant effect on supply

chain resilience, while digital technology has a significant positive effect on supply chain resilience. Regarding firm performance, orientation towards supply chain disruption and supply chain resilience show a significant positive effect. Still, supply chain quality management does not consistently improve performance, and digital technology has no significant effect. These findings emphasize the importance of digital technology and supply chain resilience in improving firm performance but also indicate the need for further investigation to understand other factors that may influence these results.

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