

Does Vendor Certification Impact Business Performance Orientation in Indonesia? The Mediating Role of Vendor Growth

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The objective of this study is to investigate the impact of vendor certification on business performance; vendor growth is also considered a mediator in this study model. A self-administrative questionnaire was used to collect data from respondents who consisted of individuals working in any business as an employee or employer. A total of 232 respondents were fused for statistical analysis. The researcher applied two statistical software products, SPSS & AMOS, in order to obtain the results. Different statistical tests, for example, rotated component metrics, confirmatory factor analysis, and structural equation modelling, were used to test the hypothetical model of the study. Findings indicated that vendor certification has a direct and indirect impact on business performance; The direct impact of vendor certification of business performance is highly positive and the indirect impact of vendor certification on business performance via Vander growth is significant but only slightly positive. Only 232 respondent profiles were utilised to generalise the findings of this study, considered to be a limitation for this study. In further studies this sample size can be increased to replicate this study in the same or in other countries. This study also contributes to the literature of existing theory and provides policy recommendations to policymakers for the development of business performance through certification of vendor and growth of vendors.

Key words: *Vendor Certification, Business Performance Orientation, Vendor Growth, Indonesia.*

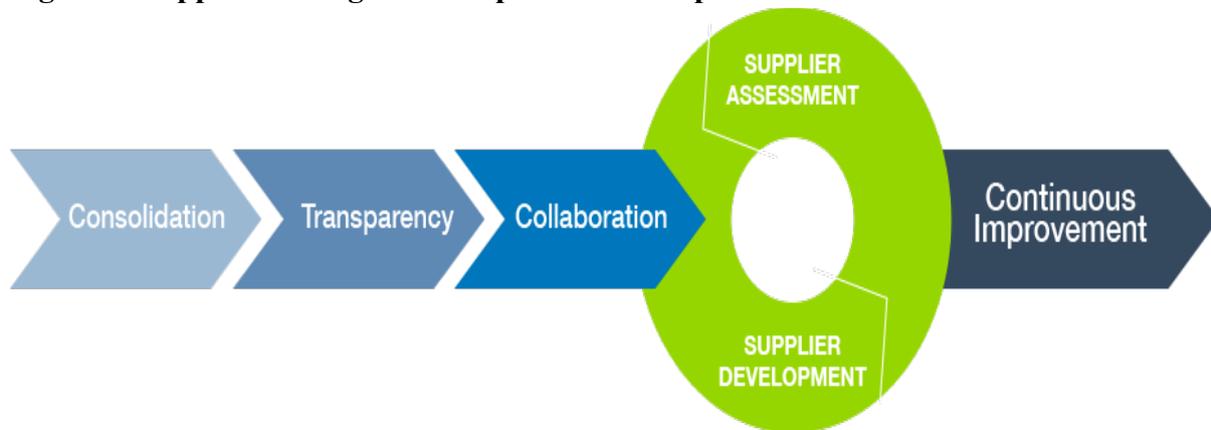
Introduction

Business Performance Orientation (BPO) depicts the level of dedication a business community exerts in terms of their standards, excellence in performance, and improvement of the business-oriented activities. This refers to the level to which business performance orientation is encouraged and rewarded (Zaefarian, Najafi-Tavani, Henneberg, & Naudé, 2016). BPO involves certain aspects and factors with which businesses grow and are oriented in the right direction. The business communities that promote a high level of performance have characteristics such as, continuous and valuable training, development of running business activities, materialism and profit-based platforms, and competitiveness in a positive and valuable orientation. Firms that strive for profitable performance orientation always keep up with formal follow-up approaches. These firms reward the employees for what they do and reward them exactly, according to their performance (Vos, Schiele, & Hüttinger, 2016). Moreover, the firms that strive for excellence always keep proper check and balance on their vendors as well as on their consumers; vendors are ultimately the entities that ensure the streamlined functioning of a business (Galankashi, Helmi, & Hashemzahi, 2016).

Supplier Relationship Management (SRM) demands a streamlined and regulated relationship between the vendors and the customers. It is going to be ultimately beneficial for the business if a good relationship base is maintained with its vendors or suppliers Vendor Certification (VC) is dealt under the setting of a TQM system. It makes sure that the vendors are making, packing, and delivering the required commodities through a precise and structured procedure so that the business of the customers runs in a streamlined manner (Hessels & Parker, 2013; Jermisittiparsert & Sommanawat, 2019; Sriyakul, Umam, & Jermisittiparsert, 2019). So, VC is a very important component to keep BPO in a profitable direction.

In this ever-changing world of continuous improvement, innovation and development, businesses need to change faster in order to compete. Businesses mostly apply tactics to their vendors suppliers for creating innovative products because these vendors are ultimately the key to driving the business. Their success depends on the tactics that a business applies in order to improve the performance and quality of its vendor. If a high amount of trust is instilled in the vendors and good relationships are maintained with them, vendors can be directed by the business to create innovative products that will become cost-effective for the business (Noe, Hollenbeck, Gerhart, & Wright, 2017). Qualities can be instilled in the vendors by the business to generate innovation and improvement which, in turn, promotes vendor growth (VG).

Figure 1. Supplier Management Improvement Steps



Source: <https://www.intelx.com/products/supplier-management>

Supplier development and growth leads to innovation and improvement of the manufacturing sector. Presently, VC is continuously being ignored by the manufacturing sector of Indonesia. SRM is being ignored, becoming the reason for decline in profitable business outcomes. Business performance orientation is also not being directed profitably. Vendor growth contributes greatly to innovation and improvement of a business but it is also being ignored by businesses. Vendor certification is important for the streamlining of business activities through a systematic procedure, yet it is also being ignored in the manufacturing sector of Indonesia, promoting a lack of profitable business (Galankashi et al., 2016). Presently, this problem is being ignored by manufacturing sectors globally, becoming the reason for low business quality and profitability. The manufacturing sector cannot improve without promoting VC and VG. This study specifically focusses on VG and VC because BPO has almost never been studied with these in perspective. So, the objectives of this study are to:

- Analyse the impact of VC on BPO in the manufacturing sector of Indonesia.
- Analyse the mediating role of VG between BPO and VC in the manufacturing sector of Indonesia.

Studies conducted in the past highlighted the importance of VC in the manufacturing sector. Past studies have also contributed to adding more evidence, information and data about the role of vendor growth in the betterment of the manufacturing industry, but this research paper is going to highlight the importance of VG and VC for manufacturing businesses. This paper will also highlight all of the empirical evidence about impact of VC on BPO and the mediating role of VG between them. Government policies can then be fabricated in order to improve the manufacturing sector, taking steps towards the inclusion of VG and VC in the formation of policies accordingly (Kowalkowski, Windahl, Kindström, & Gebauer, 2015).

Further parts of this paper cover a literature review of all of the variables, the research methodology adopted, the findings of the research work and analytics of the results, and, lastly, the discussion and conclusion.

Literature Review and Hypotheses Development

Vendor Certification Relation with Business Performance Orientation

Studies (Fonseca & Lima, 2015) state that certified organisations always fall in the category of international standard organisations, as certification is an important tool for the growing internationalisation of business and the maintenance of quality management system standards. 'Future Orientation' is the extent which a business collectively encourages and rewards future oriented behaviour, such as planning, and delaying gratification. This also affects vendor certification. Vendor certification provides goods and services to the firms and other organisations. Business Performance Orientation has a great influence on the study of quality management. Another type of vendor, called purchasing vendors, learn the rules and laws of business orientation and then implement those rules and laws into the certification process of business performance. Supplier chain management can only be attained when vendors are legally certified, as these will struggle for the satisfaction of the customer and will enhance organisational effectiveness. A review on previous studies (Marshall, McCarthy, Claudy, & McGrath, 2019) defines the vendor certification in such a way that it produces a positive impact on the Business Performance Orientation (BPO). Performance orientation is intricately linked with a culture of high performance, including motivating a reliable and inspiring force that collaborates with vendor certification. A vendor certificate will probably include construction and supplier diversity for the process of bidding, estimation and construction under the supervision of BPO.

Business orientation depends on two fundamental factors: trust and honesty. Colleagues and employees involved in business should develop a healthy relation of trust and honesty with each other and with their environment. Vendor certification causes the availability of capital and finances for adequate business performance. Vendor certification is also based on these fundamental rules: Employees who are content with their work help in the improvement of performance a firm. The development of vendor certification shows the impact of organisational innovation focussing on client feedback, manufacturer performance and organisational function (Zhu, Feng, & Choi, 2017). Performance orientation consists of many factors that encourage a community and reward innovation, high standards, performance excellence, quality of work, and improvement. According to studies (Sinha, Garg, & Dhall, 2016) high quality orientation of business performance believes in value, training, competitiveness, materialisation and explicit communication, while low quality performance orientation depends on value-harmony, relationships, societal advantages, environment and subtle communication etc. As per the studies of Gopalakrishnan and Zhang (Gopalakrishnan

& Zhang, 2019), vendor certification is often linked with the performance of a business and its orientation depends on vendor performance. In this study the author tries to build a variable connection with Competitive Mediation Theory (CMT), wherein the author examines the direct and indirect influence of vendor certification on BPO. Vendor certification development directly hurts vendor innovation, so, according to studies (Ab Talib, Ai Chin, & Fischer, 2017), vendor certification has a moderating role. BPO also affects the function of vendor certification through innovation and performance. A client has to study the effect of BPO on business and also on VC. So, this study proposed a certain hypothesis that:

H1: Vendor Certification has a significant impact on Business Performance orientation.

Mediating Role of Vendor Growth on vendor Certification

Studies (Gopalakrishnan & Zhang, 2019) believe that vendor certification and vendor growth show a great deal of uncertainty and complexity in an outsourcing context. Here also CMT and model both provide a baseline for the functionality of vendor growth and vendor certification. In one study (Patala et al., 2016), the researchers concluded that vendor certification directly helps and promotes vendor growth, but ultimately hurts vendor innovation. The result of this study found that there will always be a positive moderating relationship between vendor certification and vendor growth. Quality is an important feature of vendor certification that enables firms to sustain their competitive advantage and preserve growth. Vendor certification and vendor growth both rely on the vendors, their suppliers and their performance (Shafiee, Karim, Razali, & Abidin, 2017). The supplier always seeks quality products at the time of delivery. Thus, every business focusses on vendor management, and each organisation must act as a form of vendor in order to monitor their vendor's performance and abilities. According to a research study (Le, Ortiz, Verma, & Kandlur, 2019), procurement should be considered a part of the business strategy and practice. Vendors should follow strategic approaches in order to satisfy their suppliers and to efficiently manage business performance and vendor management (Kull, Kotlar, & Spring, 2018; Kushwaha & Sharma, 2016; Laari, Töyli, Solakivi, & Ojala, 2016). According to vendor management cycle, extenuating risk or supplier risk is eventually reduced by vendor growth in performance. Vendor certification is a legal documentation process that optimises performance, in which performance can easily be checked and measured. Basic functions of vendor management, according to studies (Mello, Adler-milstein, Ding, & Savage, 2018), are that it moderates risk, optimises performance, decreases expenses, develops healthy relations with customers, increases organisational competence, and increases the production value of the brand product. Supplier diversity is also involved in the vendor management system, focussing on vendor certification and vendor growth. So, this study proposed the hypothesis that:

H2: Vendor growth has a significant mediating role on vendor certification.

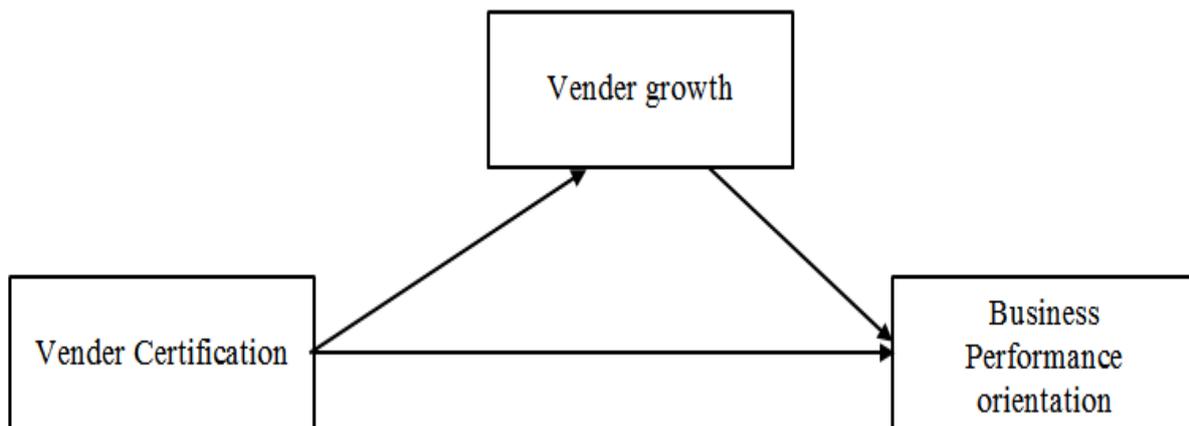
Vendor Growth Role on Business Performance Orientation

Vendor growth acts as the mediator for BPO. Studies (Liu, Wang, & Huang, 2017) elaborated that vendor growth effectively functions under the performance of a business and its orientation. Vendor capabilities modify the BP outcomes at an organisational level. But somehow studies (Whitaker, Kumar, & Krishnan, 2018) show that little research has been done on the BPO and on its outcomes. Companies whose BPO are being studied, are being examined in terms of their purchasing capacity and vendor growth. Purchasing orientation is directly in relation to buying orientation. Theorists say that vendor growth relies on business to business market. The conceptual model, CMT, contextualises the impact of vendor growth on business orientation. Business outcomes include the outputs of business performance, vendor configuration, BPO quality and expenses. The author argues that BPO is a source of benefit when it use multiple groups of vendors to increase its outcome (Henderson, 2016; Paulraj, Chen, & Blome, 2017; Peng, Quan, Zhang, & Dubinsky, 2016; Willcocks, Lacity, & Craig, 2015). BPO spending depends on domestic outsourcing which elaborates the effect of growth in off-shoring of products and materials. Many developing countries around the world follow the aspects produced by BPO. According to studies (VijayaBaskaran, 2016), business performance also depends on business outsourcing values and figures. This sees business increasing at a fast pace, easily maintaining primary costs while increasing in efficiency. This study thus proposed a hypothesis that:

H3: Vendor growth has a significant mediating role on business performance orientation.

Figure 2. Research Model

On a theoretical base, figure 1 presents the research model of the study



Research Methodology

The closed-ended questionnaire is presented to respondents with a five-point Likert scale, from “strongly disagree, disagree, neutral, agree, strongly agree”. The respondents were asked to check the appropriate option according to their own experience and knowledge (Boone & Boone, 2012). In the current research study, a quantitative approach is followed as a research methodology. To achieve the aims of the current research study, primary data were collected by using a questionnaire. The population captured in this study include persons performing their duties as top managers within their firms. The required respondents were contacted through personal meetings. All of the respondents were assured that their responses will be kept trustworthy and will not be misrepresented. A sampling size method is used in the current study which is based on (Christensen, Johnson, Turner, & Christensen, 2011). According to the authors, up to 300 instruments are enough for generalisability of the research study. The researcher met respondents by himself and requested them, if they consented, to fill in the questionnaire with honest answers. As earlier mentioned, 300 instruments were distributed among the respondents, out of which 270 were returned. All questionnaires were filled in by respondents in the presence of the researcher, resulting in a high response rate. Before statistical analysis, a prerequisite test was conducted on questionnaires; out of 280, 38 questionnaires were eliminated due to roughly marked or incomplete responses. Finally, 232 questionnaires were used for analysis in order to test the research hypotheses. Two statistical software products, SPSS and AMOS, were utilised by the researcher. The efficiency of AMOS conducts a complete research model by structuring it within a single test. This renders it appropriate software for the current study model as this study has one independent variable, one dependent variable, and one mediating variable.

Measures

Measurement operationalisation is compulsory in empirical studies. The philosophy of this research is positivism; the researcher intended to test existing theory with new data. There was, as such, no need to develop a new instrument for collecting data from respondents. In this study there are 3 variables and their measurements are adapted from prior studies. The scale of vendor certification was adopted from the study of (Salindal, Ahmad, Abdullah, & Ahmad, 2018). The scale of vendor growth was developed by the researcher himself, whereas the scale of business performance orientation was adopted from the study of (Doran & Ryan, 2016). In literature many other researchers are also used in these measurements in order to complete their research and collect empirical data on numeric scales. These measurements have good factor loading in past studies and are appropriate to measure current study variables.

Empirical Findings

In order to check the hypothesis status for this study, the collected data from 232 respondents were analysed using SPSS and AMOS. The results of demographical findings show that there were 112 male and 120 females participating in this study. Most respondents fell in the range of 21-30 years of age. 80 respondents hold a degree: 73 have a masters degree and the remaining have other degrees.

Reliability Test

When data is collected directly from respondents, it is necessary to check the data suitability and normality. Moreover, the measurements which are used to measure the constructs of the study must also be monitored to identify the internal consistency of items and the reliability of the instruments. To fulfill this purpose two statistical tests were applied in order to check the data suitability and reliability. The findings of the KMO test shows the data is suitable for major analysis in table 1, whereas, in table 2, internal consistency and factor loading of each item can be seen.

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.789
Bartlett's Test of Sphericity	Approx. Chi-Square	7157.194
	df	105
	Sig.	.000

Table 2: Rotated Component Matrix

	Component		
	1	2	3
VC1			.898
VC2			.850
VC3			.907
VC4			.846
VG1	.962		
VG2	.957		
VG3	.939		
VG4	.934		
VG5	.966		
VG6	.941		
VG7	.926		
BP1		.952	
BP2		.956	
BP3		.957	
BP4		.761	

Discriminant and Convergent Validity

Discriminant Validity is the degree to which the variable is, in fact, differing from each other within the experiment. On the other hand, Convergent Validity is extent of assurance a researcher has that a character is well evaluated by its measures (Kim & Kim, 2010).

Table 3: Discriminant and Convergent Validity

	CR	AVE	MSV	BP	VG	VC
BP	0.960	0.860	0.215	0.927		
VG	0.919	0.906	0.198	0.241	0.912	
VC	0.955	0.842	0.215	0.464	0.445	0.918

Results prove the convergent and discriminant validity of the data, because every construct discriminates from each other, and value of AVE for all variables are greater than MSV.

Confirmatory Factor Analysis

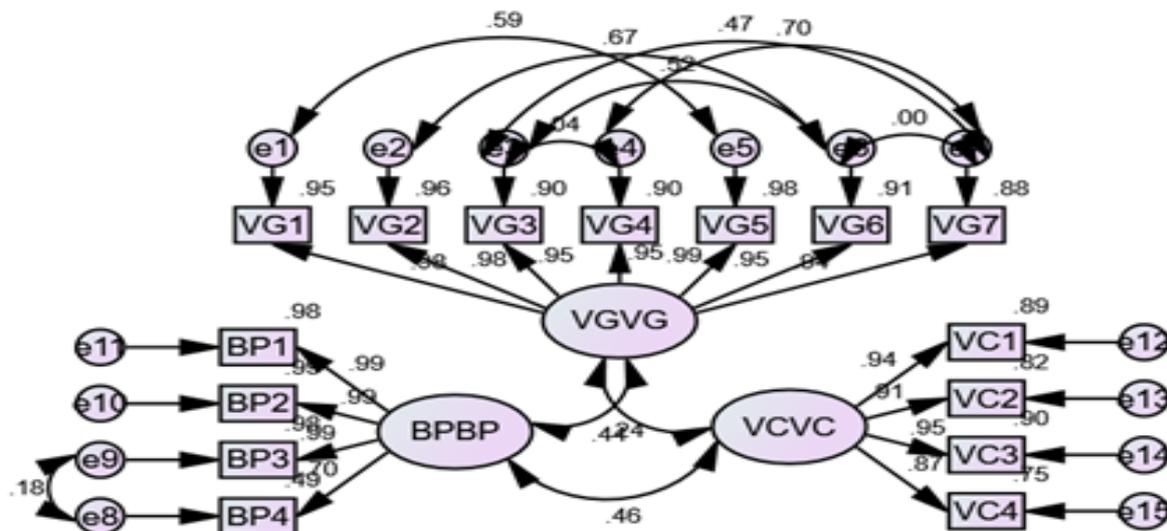
The confirmatory factor analysis (CFA) is “a multivariate arithmetic process which is utilised in order to examine how good the studied constructs signify the figure of variables.” The following table shows the findings.

Table 4: CFA

	Model Fit Indices	Threshold Range	Obtain Values
	χ^2 / df	Lesser than 3 or 5	3.090
	GFI	$\leq .80$.894
	IFI	$\leq .90$.978
	CFI	$\leq .90$.978
	RMSEA	$\geq .08$.080

The above table shows the threshold range and observed value. Above, the stated five indicators prove the CFA of the study except for CMIN/DF, but it is near to range. Following is the CFA picture.

Figure 3. CFA



Structural Equation Modelling

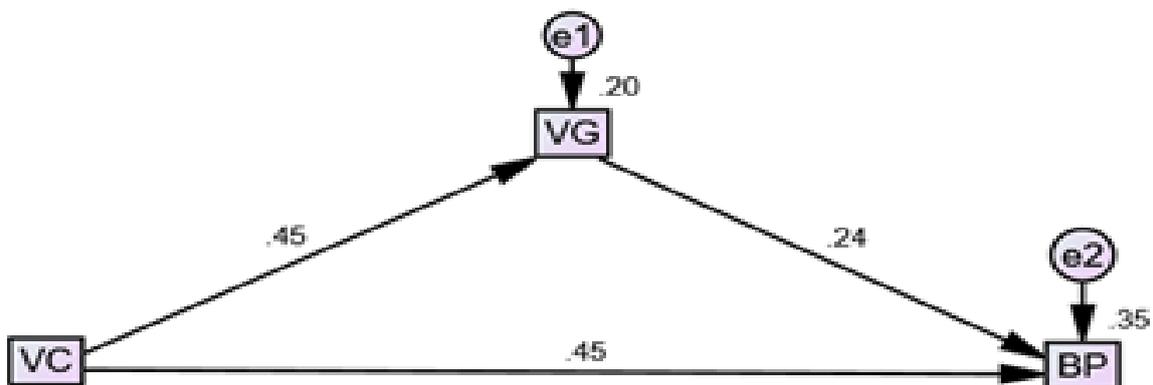
By using the AMOS structural equation, a modelling test was performed in order to test the hypothesis of this study. This test provided the direct and indirect results of regression.

Table 5: Structural Model Results

Total Impact	VC	VG
VG	.447***	.000
BP	.553***	.238**
Direct Impact	VC	VG
VG	.447***	.000
BP	.447***	.238**
Indirect Impact	VC	VG
VG	.000	.000
BP	.106**	.000

To obtain the results regarding the hypotheses of the study, the structural equation modelling technique was employed by the researcher by using AMOS to analyse the collected data. Findings show that vendor certification has a direct and positive impact of 44.7% on business performance, meaning that if one unit of vendor certification increases, it will bring a positive impact of 44.7% in business performance orientation. The indirect effect of vendor certification on business performance orientation via vendor growth is 10.6% which means that vendor growth significantly mediates between vendor certification and business performance by 10.6%. Moreover, the total effect of vendor certification on business performance is 55.3% which means that if one unit of vendor certification increases it will bring a 44.7% direct and 10.6% indirect effect on business performance. As such, the findings indicate that all the hypotheses of the study are accepted.

Figure 4. Structural Equation Modelling



The above figure is a screenshot of the structural equation modelling while running in SEM in AMOS and shows the standardised regression weights between the variables.

Discussion and Conclusion

The aim of this study was to analyse the impact of vendor certification on Business Performance Orientation, with the mediating role of vendor growth, in the manufacturing sector of Indonesia (McAfee, Brynjolfsson, Davenport, Patil, & Barton, 2012). The first hypothesis that was derived was that VC has a significant impact on BPO in the manufacturing sector of Indonesia and was accepted in the results of this research work. In light of the research work of José Holguín-Veras about vendor certification, it is concluded clearly that vendor certification promotes BPO and it generates profitability out of the business activities (Hammer, 2015). It is clearly evident from past studies that vendor certification is a step by step process involving manufacturing relevant products, packing the products in the required form, and delivering the products at the right time and in the right place. If the manufacturing sector wants to promote profitability and productivity, it is very important to keep a proper check and balance, and to implement the setup of VC so that the manufacturing sector of Indonesia can be directed in a profitable direction (Yang, Hong, & Modi, 2011). The second hypothesis derived was that VG has a significant mediating role between BPO and VC in the manufacturing sector of Indonesia (Drucker, 2012a). This hypothesis is also accepted. Frederik G.S. Vos, mentioned in his research work that vendor growth is an important entity which will contribute to the innovation, growth, stability, and improvement of a business. As far as the manufacturing sector of Indonesia is concerned, the main goal that a manufacturing business needs to achieve and to pursue is that of making continuous improvement and innovation in their business products. VG promotes innovation and improvement of a business; when VC is directly related to VG, the ultimate results increase profitable BPO (Drucker, 2012b).

Conclusion

This study aimed to analyse the impact of VC on BPO with the mediating role of VG. Information and data were collected from the manufacturing sector of Indonesia and then the results were analysed. It was found that VG and VC were being inadequately focussed and, due to this, the BPO was affected and profitability decreased. Data was collected and analysed, and hypotheses were derived that VC has a significant impact on BPO in the manufacturing sector of Indonesia. Moreover, a hypothesis was derived that VG mediates effectively between VC and BPO. Both of these hypotheses were accepted, and empirical evidence and past examples were provided from the research done in the past on similar topics. This study has clearly elaborated the significant relation between VC and BPO, and the significant mediating role of VG between them.



Implications

This study has enhanced information about the mediating role of VG, and about the relationship between VC and BPO. It has also contributed to the manufacturing, service and trade sector for the betterment of their policies. This study has also highlighted the importance of VG in the manufacturing sector of Indonesia, and has also highlighted the importance of VC for BPO.

Limitations and Future Research Indications

The sample size taken in the present research was small and a lesser area was covered. This research work was limited to the manufacturing sector of Indonesia. Future researchers can select their sample outside of Indonesia and conduct research on a number of other countries as this research problem has its scope in developed as well as underdeveloped countries and this problem is also prevalent globally. In this research, data were collected from and only one source. Future researchers can conduct research on the same problem while collecting data from a larger audience and target a larger mass of people under the same conditions and variables. In this study, the mediator was VG; the future researchers can conduct research keeping other mediators and variables in mind.

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